

Operations

AFSOC COMMAND AND CONTROL RESPONSIBILITIES AND PROCEDURES

COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY. This instruction implements AFPD 10-2, *Readiness*, and AFI 10-207, *Command and Control*. This instruction prescribes the procedures, facilities, and manpower requirements the AFSOC Commander needs to provide command and control for Air Force Special Operations Forces (SOF). It applies to USAF SOF units that operate Command and Control (C2) facilities including the 919th SOW/CP, Air Force Reserve Command (AFRC) and the 193rd SOG/CP, Air National Guard (ANG), and AFRC and ANG units when mobilized.

This instruction requires maintenance of information protected by the Privacy Act. Authority is 10 United States Code (U.S.C.) 8013 and 44 U.S.C. 3101. Privacy Act statements on forms used are not required, as information is not collected from individuals. System of records notice FO 11 AF A, AFMPC-Military Personnel Records System applies. Consult AFI 37-132, Air Force Privacy Act Program, for further guidance on Privacy Act Statements. HQ AFSOC/DOOCP is the waiver authority for this instruction.

SUMMARY OF REVISIONS

This revision adds a chapter on Command Representative responsibilities, adds a chapter on Reports Management Center responsibilities also adds Aircraft Maintenance Coordination Center responsibilities. Updates and revises reference material

Supersedes AFSOCI 10-202, Volume 1, 1 June 1995

Certified by: HQ AFSOC/DOO (Lt Col Vaughn)

OPR: HQ AFSOC/DOOCP (TSgt Heman Ramdat)

Pages: 78

Distribution: F;X

	Paragraph	Page
Chapter 1 - ORGANIZATION AND RESPONSIBILITIES		
General	1.1	5
Concept of Operations.....	1.2	5
Command Post Organization	1.3	5
Responsibilities	1.4	6
Tour and Duty Restrictions	1.5	7
Command Representative (COMREP).....	1.6	8
Message Text Format (MTF)	1.7	8
Recommendation for Changes	1.8	8
Supplements	1.9	8
Waivers and Recommendations for Changes.....	1.10	8
Distribution and Control.....	1.11	8
Chapter 2 - MANNING POLICIES AND CONTROLLER QUALIFICATIONS		
General	2.1	10
Functional Manager	2.2	10

Authorized Manning.....	2.3.....	10
Required Manning.....	2.4.....	10
Aircraft Maintenance Coordination Center Manning	2.5.....	10
General Controller and Coordinator Qualifications.....	2.6.....	10
Manning Reports	2.7.....	11
Figure 2.1. AFSOC Command and Control Manning Report.....		13

Chapter 3 - AFSOC COMMAND REPRESENTATIVE (COMREP)

General.....	3.1.....	15
COMREP Responsibilities	3.2.....	15
AFSOC COMREP Support	3.3.....	16

Chapter 4 - COMMAND POST (CP) FACILITIES AND EQUIPMENT

General.....	4.1.....	17
Equipment Requirements.....	4.2.....	18
Emergency Power	4.3.....	19
Emergency Lighting	4.4.....	19
Physical Layout	4.5.....	19

Chapter 5 - CP ORGANIZATION, FUNCTIONS, AND PROCEDURES

General.....	5.1.....	21
Installation Command Posts	5.2.....	21
Command Post Organization	5.3.....	21
Mission Execution.....	5.4.....	22
Mission Rerouting/Diverts/Diversions	5.5.....	23
Operating Instructions (OIs).....	5.6.....	23
Command Post and Aircraft Maintenance Coordination Center Checklists.....	5.7.....	24
Operation Plan (OPLAN) and Order (OPORD).....	5.8.....	26
Events Log.....	5.9.....	27
Publications Library.....	5.10.....	28
Controller Information File (CIF)	5.11.....	28
Cryptographic Material	5.12.....	28
Key Personnel/DV Monitoring	5.13.....	28
Pyramid Notification System.....	5.14.....	29
Command Post Support.....	5.15.....	29
Reporting Instructions	5.16.....	29
Radio Discipline.....	5.17.....	30
Hazardous Weather/Runway Conditions.....	5.18.....	30
Diplomatic Clearance Responsibilities	5.19.....	30
Status of Resources and Training System (SORTS).....	5.20.....	30
Controller Small Arms Certification	5.21.....	30
Air Force Operational Reporting System (AFOPREP).....	5.22.....	30
Figure 5.1. Controller Checklist (QRC #4)		31
Figure 5.2. Controller Checklist (QRC #10)		33

Chapter 6 - COMMUNICATIONS REQUIREMENTS

General.....	6.1.....	33
Communications Policy.....	6.2.....	33
Communications Requirements.....	6.3.....	33

Air Reserve Component Communication Requirements.....	6.4.....	35
---	----------	----

Chapter 7 - CONTROLLER TRAINING, CERTIFICATION, AND EVALUATION

General.....	7.1.....	36
Responsibilities.....	7.2.....	36
Certification Training.....	7.3.....	37
Refresher Training.....	7.4.....	38
Recurring Training.....	7.5.....	38
Training Areas.....	7.6.....	40
Training Outline.....	7.7.....	40
Controller Certification.....	7.8.....	40
Controller Decertification.....	7.9.....	41
Controller Certification/Training Records.....	7.10.....	42
Annual Training Plan.....	7.11.....	43
Additional Training Material.....	7.12.....	43
Aircraft Maintenance Coordination Center Training.....	7.13.....	43
Figure 7.1. Record of Controller Formal Training.....		44
Figure 7.2. Monthly Self-Study Letter.....		45
Figure 7.3. Record of Controller Recurring Training.....		46
Figure 7.4. Controller Certification/Decertification Entries.....		47

Chapter 8 - DISPLAYS

General.....	8.1.....	48
Responsibilities.....	8.2.....	48
Computers generated displays.....	8.3.....	49
Command Post Organizational Chart.....	8.4.....	49

Chapter 9 - REPORTS MANAGEMENT CENTER (RMC)

Purpose.....	9.1.....	50
General.....	9.2.....	50
Organization and Manning.....	9.3.....	50
Duties and Responsibilities.....	9.4.....	50
Reporting Responsibilities of other Staff Agencies.....	9.5.....	50
Aircraft Maintenance Coordination Center.....	9.6.....	51

Chapter 10 - AFSOC-GAINED AIR RESERVE COMPONENT (ARC)

C2 POLICIES AND RESPONSIBILITIES

General.....	10.1.....	52
Command Jurisdiction.....	10.2.....	52
Operational Control (OPCON).....	10.3.....	52
Support of ARC Aircraft.....	10.4.....	52
Functions of AFSOC-Gained ARC C2 Facilities.....	10.5.....	53
ARC Communications Requirements.....	10.6.....	53
ARC C2 Facilities.....	10.7.....	54
ARC Controller Training.....	10.8.....	54
Military Personnel Appropriation (MPA) Man-Days.....	10.9.....	55
Figure 10.1. Augmentation Request.....		56

Chapter 11 - AFSOC C2 QUALITY ASSESSMENT (QA) AND STAFF ASSISTANCE VISIT (SAV) PROGRAM

Purpose.....	11.1	57
General	11.2	57
Quality Assessment (QA).....	11.3	57
Staff Assistant Visits (SAVs).....	11.4	57
QA/SAV Inbrief/Outbrief.....	11.5	58
Team Composition	11.6	58
QA/SAV Reports	11.7	58
HQ AFSOC Responsibilities	11.8	58

Chapter 12 - SECURITY

General	12.1	59
Security Clearances.....	12.2	59
Physical Security	12.3	59
Facility Concerns	12.4	61
Information Security	12.5	62

Chapter 13 – CRISIS ACTION TEAM (CAT)

General	13.1	65
References	13.2	65
Concepts.....	13.3	65
Policy	13.4	65
Primary and Special Crisis Action Teams	13.5	66
Authority to Assemble or Activate the Crisis Action Team.....	13.6	66
Security	13.7	66
CAT Activation Procedures.....	13.8	67
Primary Operating location	13.9	68
Alternate Operating Location	13.10	68
Initial Briefing and Actions.....	13.11	68
Follow-on Briefing and Actions	13.12	68
LERTCON Change Notification Procedures.....	13.13	68
Readiness Action Procedures (RAP) Checklist.....	13.14	69
Message Preparation and Routing.....	13.15	69
Message Files	13.16	69
CAT Release or Deactivation	13.17	69
Spot Critique	13.18	70
Figure 13.1. Suggested Crisis Action Team members.....		71

Attachment

1. Glossary of References, Abbreviations, Acronyms, and Terms.....	72
--	----

Chapter 1

ORGANIZATION AND RESPONSIBILITIES

1.1. General. This instruction describes the AFSOC C2 system. It defines C2 relationships with regard to AFSOC and theater assigned SOF forces, both CONUS and overseas, and AFSOC gained Air Reserve Component (ARC) Forces. This instruction standardizes operations to the maximum extent possible to achieve efficiency and accuracy in the performance of C2 duties.

1.2. Concept of Operations. The AFSOC C2 system is based on decentralized control and execution with centralized mission monitoring. The AFSOC CPs are essential elements in the command and control system. They provide continuous C2 links in the chain of command from the headquarters to the wing, and unit commanders.

1.2.1. AFSOC forces are apportioned and assigned by Joint Chiefs of Staff (JCS) to U.S. Special Operations Command (USSOCOM) and to the theater Commander-in-Chief (CINC). AFSOC is assigned Operational Control (OPCON) of CONUS-based forces while theater Special Operations Commands (SOCs) have OPCON for assets outside of CONUS (OCONUS). ANG and Reserve forces come under AFSOC OPCON when mobilized or IAW applicable Operational Order/Plan (OPORD/OPLAN).

1.2.2. The Objective Wing Command Post. To facilitate decentralized planning and execution, OPCON is delegated to the respective wing/group commanders for day-to-day operations. The installation Command Post (CP) monitors all local and off-station missions IAW AFSOCI 10-202 Vol. 3. OPCON of AFSOC forces changes at a designated point as defined by the implementing OPORD, OPLAN, etc. When the assigned forces reach a designated Change of Operation Control Point (CHOP), responsibility for mission control passes from the installation CP to the gaining command.

1.2.3. The AFSOC Command Center monitors the status of all command assets operating away from home station. Specifically, the Command Center tracks aircraft movements to, from, and between off-station locations. To accomplish this task, the Command Center combines information available through Air Mobility Command's (AMC) Global Decision Support System (GDSS) and Command and Control Integrated Processing System (C2IPS) with direct reporting from aircrews and installation CPs. When aircraft are deployed in support of an operation or exercise, the Command Center obtains additional information from Situation Reports (SITREPs) and Deployed Status Reports (DEPREPs). These field reports provide the AFSOC commander a daily summary of exercise and real-world activities.

1.3. Command Post Organization. An AFSOC CP is functionally and operationally aligned under the wing commander.

1.3.1. The CP consists of the Operations Control Function (OCF), Operations Maintenance Function (OMF) which includes the Aircraft Maintenance Coordination Center (AMCC), Reports Management Center (RMC), Crisis Action Team (CAT) and the Survival Recovery Center (SRC). While the CP Chief is responsible for all CP functions, the Support Group commander is normally responsible for the SRC operations.

1.3.2. This instruction primarily addresses the OCF. The AMCC is addressed in the AFSOCI 21-106, Maintenance Management of Aircraft and AFSOCI 21-108 Logistics Aircraft Support Operations.

1.4. Responsibilities.

1.4.1. The Chief, AFSOC Air Ops Flt (HQ AFSOC/DOOC) provides policy and guidance to subordinate unit CPs through the Policy, Systems, and Standardization Evaluation branch (HQ AFSOC/DOOCP). DOOC will ensure the following are accomplished:

1.4.1.1. AFSOC publications are published and maintained IAW AFPD 10-2.

1.4.1.2. Establish and conduct (within budget constraints) a quality assessment and staff assistance program with the following objectives:

1.4.1.2.1. Assist CP OICs, superintendents and Command Representatives (COMREPs) to identify and correct deficiencies and problems.

1.4.1.2.2. Standardize the techniques and procedures used by AFSOC CPs and COMREPs.

1.4.1.2.3. Observe controller performance, technique, and adherence to established operating procedures.

1.4.1.3. Provide IG inspection criteria to HQ AFSOC/IG.

1.4.1.4. Develop and provide CPs and COMREPs with self-assessment guides and checklists.

1.4.1.5. Monitor controller manning for shortages and identify possible manning augmentation resources.

1.4.2. AFSOC installation commanders will:

1.4.2.1. Organize, staff, train, equip, and operate CPs IAW AFPD 10-2, AFI 10-207, USSOCOM M525 V1 and this instruction.

1.4.2.2. The commander must provide C2 support to all units serviced by the CP. Commanders are required by this instruction to:

1.4.2.2.1. Ensure only personnel possessing the highest degree of reliability are certified to perform duty in the CP.

1.4.2.2.2. Ensure manning is adequate to provide required C2 services to all installation units. Request augmentation from HQ AFSOC during periods of austere manning.

1.4.2.2.3. Ensure controllers are qualified for C2 duty IAW AFI 10-207, USSOCOM M 525-1 and this instruction.

1.4.2.2.4. Ensure C2 personnel who regularly perform shift work remain in the immediate vicinity of the CP and receive Basic Allowance for Subsistence (BAS) IAW AFM 177-173, V2 Chapter 6, the two factors that justify BAS are duty hours and distance from the dining facility. If maintenance coordinators are authorized to leave their duty area for meals, they do not meet the criteria for BAS. In all cases, the provisions of AFM 177-173 will apply when determining eligibility for BAS.

1.4.2.2.5. Provide the CP a refrigerator, microwave oven, and a place to prepare and consume meals.

1.4.2.2.6. Ensure support agreements are well defined regarding the responsibility and authority of C2 managers and controllers.

1.4.3. CP managers (OIC, superintendent) have the overall administrative responsibility for the CP and they must have the guidance, resources and support required to ensure all assigned personnel are properly trained. CP managers must implement procedures to:

1.4.3.1. Provide unit commanders with current detailed information concerning the status of his/her forces.

1.4.3.2. Ensure Emergency Actions Message (EAM) traffic is processed immediately IAW AFSOCI 10-202, Volume 2 (S) and applicable theater procedures.

1.4.3.3. Comply with all operational directives, Status of Resources and Training System (SORTS), and other reporting requirements established by higher headquarters.

1.4.3.4. Maintain readiness to immediately respond to national emergencies, crises, civil disturbances, and disasters. Response to such conditions must be immediate, effective, and conducted according to proper directives.

1.4.3.5. Ensure procedures are established to immediately contact the Commander and key staff personnel (or designate alternates in their absence) .

1.4.3.6. Maintain the CP and provide an optimum operating environment.

1.4.3.7. Establish supply and custodial accounts pertaining to C2 equipment.

1.5. Tour and Duty Restrictions. The normal duty period for CP shift workers (controllers and coordinators) will be an eight-hour shift. However, in times of degraded manning, exercises, or mission requirements, twelve-hour shifts may be scheduled. All shifts will work the required changeover time, normally 15 minutes, in addition to the scheduled shift. CP managers will provide controllers duty schedules to reflect a month period. Changes to the published schedules should be kept to a minimum.

1.5.1. Two certified controllers must be on duty at all times to validate EA message traffic. Controllers must remain in the CP vicinity during their tour of duty.

1.5.1.1. Due to the CP 24-hour position manning requirement, mission criticality, and limited manpower, with the exception of bay orderly, CP personnel and Command Representatives (COMREPs) are not assigned additional duties (i.e., unit First Sergeant, shelter monitor, etc.) outside the scope of C2 functions.

1.5.1.2. CP managers may appoint personnel as project officers for a limited duration for attending or becoming full-time members of base level working groups (i.e., Exercise Evaluation Teams, Base Security Councils, etc.).

1.5.1.2.1. Within the CP facility, personnel may be assigned duties as deemed appropriate by the CP chief or superintendent.

1.5.2. To preclude conflict with shift scheduling, other agencies should consult C2 supervisory personnel no later than the 15th day of the preceding month before scheduling shift personnel for Weighted Airman

Promotion System (WAPS) testing or other mandatory appointments.

1.5.3. Ensure a C2 representative attends all mandatory briefings, such as commander's call, and briefs assigned controllers on all pertinent items. This does not preclude controllers from attending command post meetings, recurring training, or briefings required by additional duties.

1.5.4. Ensure an officer is designated as "responsible officer" for the function and operation of the CP during any extended absence (leave, TDY, etc.) of the OIC. At CPs where the OIC is the only officer assigned, the C2 superintendent will perform these functions.

1.6. Command Representative (COMREP). When a host unit CP provides C2 support to a tenant unit from a different MAJCOM, the supported MAJCOM may authorize a CP COMREP. The COMREP will be assigned IAW AFI 10-207. The COMREP duties and responsibilities will be identified by the supported MAJCOM and host-tenant support agreements. AFSOC COMREP requirements and responsibilities are addressed in Chapter 3 of this instruction.

1.7. Message Text Format (MTF). CPs must format message traffic using the procedures outlined in AFP 102-2, Joint User Handbook for Message Text Formats (JUH-MTF). As a minimum, they must include an amplification free-text set (AMPN) after the message identification set (MSGID) for general purpose messages such as Request for Information (RI), Response to Request for Information (RRI), General Administration (GENADMIN) etc. This AMPN set will include the narrative subject of the message.

1.8. Recommendation for Changes. Submit recommendations for changes in writing through appropriate command channels to HQ AFSOC/DOOCP, ATTN: Policy, Systems, and Stan Eval. When conflicts exist, notify HQ AFSOC/DOOCP and comply with this instruction until the conflict is resolved. AFRC/ANG units submit recommendations through HQ AFRC and HQ ANG. Units will comply with AFRC/ANG instructions until the conflict is resolved.

1.9. Supplements. This instruction will not be supplemented.

1.10. Waivers and Recommendation for Changes. HQ AFSOC/DOOC retains authority to waive the requirements of this instruction. Process waivers through command and control channels to HQ AFSOC/DOOCP ATTN: Policy, Systems, and Stan Eval. Make comments and recommendations at each intermediate level. Waiver requests must contain complete justification and the anticipated duration. ARC units submit waiver requests through their parent command.

1.10.1. Comments and suggestions for improving this instruction are encouraged. Send all recommendations with justification and details to HQ AFSOC/DOOCP ATTN: Policy, Systems and Stan Eval.

1.11. Distribution and Control. Each AFSOC CP will maintain, as a minimum, the number of copies of this instruction indicated below:

1.11.1. AFSOC Command Center - 2.

1.11.2. Command Post (CP) - 2.

1.11.3. Air Force Special Operations Control Center (AFSOCC) when formed - 1.

1.11.4. Deployed Wing Operations Centers (WOC) when formed - 1.

1.11.5. AFSOC COMREPS - 1.

1.11.6. HQ AFRC/HQ ANG CP - 1

Chapter 2

MANNING POLICIES AND CONTROLLER QUALIFICATIONS

2.1. General. This chapter outlines manning policies and controller/COMREP qualifications for AFSOC C2 facilities.

2.2. Functional Manager. HQ AFSOC/DOOCS will be the sole functional manager for AFSOC C2 manning AFSC 1C3X1. HQ AFSOC/LGMM will be the functional manager for AMCC AFSCs. Unit CP superintendents must immediately inform AFSOC functional managers about issues affecting unit CP manning.

2.3. Authorized Manning. Manpower authorizations are based on the CP Unit Manpower Document (UMD) standards, and applicable AF and AFSOC manpower and organizational directives and instructions. If the wing/group commander determines that the authorized CP manning needs adjustment, he/she may submit an Authorization Change Request (ACR) or a variance request with recommended UMD changes to HQ AFSOC/DOOCS. The local management engineering team (MET) or manpower office (MO) can provide assistance in preparing the ACR/variance. HQ AFSOC/DOOCS/LGMM/XPM, as appropriate, will review and forward approved ACRs and variances to HQ USAF/XOOO, through AFMEA, for final approval. HQ AFSOC/XP will publish an approved UMD for each CP.

2.4. Required Manning. AFSOC CPs are manned continuously with a minimum of two certified controllers, unless otherwise approved by HQ AFSOC/DOOC. At least one of the controllers must be a 7-level NCO. Assign controllers to AFSOC CPs IAW current AFSC and grade authorizations listed in the UMD (does not apply to AFRC Part A manning). A waiver must be submitted and approved IAW paragraph 1.6. prior to changing the composition of console controller team.

2.5. AMCC Manning. AMCC coordinators will not be assigned to the CP without the approval of the Chief, CP and the NCOIC, AMCC. Maintenance coordinators will be initially assigned to flying/maintenance units on the base and selectively moved to the CP based on need, knowledge, experience, and ability.

2.6. General Controller and Coordinator Qualifications. All 1C3X1 personnel and maintenance coordinators must maintain qualification requirements listed in AFMAN 36-2108.

2.6.1. CP Chiefs and superintendents must be certified, maintain certification, and be thoroughly familiar with CP functions. Superintendents should be familiar with SORTS reporting. The AMCC NCOIC will be thoroughly familiar with all pertinent maintenance duties.

2.6.2. Command Post personnel with the exception of AMCC personnel must possess a Top Secret security clearance. These personnel may perform operations management center duties in the CP with interim Top Secret clearance pending receipt of final clearance. AMCC personnel must have at least a Secret clearance. AMCC personnel security clearance requirements are determined by the unit mission and individual's specialty.

2.6.3. The CP superintendent will normally be the senior Command and Control (AFSC 1C3X1) individual assigned. The superintendent should possess a primary AFSC of 1C391 or 1C371. If the superintendent is relieved of duty, detail all circumstances and decisions made at unit level and forward

documentation to HQ AFSOC/DOOCS through the unit Commander (not applicable to AFRC/ANG unless mobilized).

2.6.4. The training manager, appointed by the CP chief, should be the most qualified C2 individual. As an emergency action expert, the training manager will develop, manage, conduct, and direct required training. The training manager should possess, as a minimum, a primary AFSC of 1C371.

2.6.5. The unit CP chief and superintendent will appoint the reports manager. The reports manager should possess, as a minimum, a primary AFSC of 1C371 and be the most qualified person for that position. He/she will develop, manage, conduct, and direct the CP reports program. He/she will manage the wing Status of Resources and Training System (SORTS) and operational reporting requirements IAW applicable directives.

2.6.6. The AMCC NCOIC will normally be the most qualified enlisted person in the AMCC. He/she will be responsible to the CP chief for the operation of the AMCC and possess, as a minimum, a 7-skill level (PAFSC).

2.6.7. The Console controller team will be composed of two certified controllers (IAW para 2.4.) who respond to or transmit emergency actions messages (EAMs), react to emergency situations, flight following and daily operations. If a unit can not meet these requirements, the unit will submit a waiver request IAW paragraph 1.6. listing the circumstance(s) and expected duration. The composition of the controller team will not be changed until approved by HQ AFSOC/DOOC.

2.6.7.1. During the officer-to-enlisted conversion transition period, console teams may consist of any of the following combinations of certified controllers: one officer and one enlisted; two officers; or two enlisted controllers. If the team is composed of two enlisted controllers, one controller must be a SSgt and possess, as a minimum, a primary AFSC of 1C371. Assigned officer controllers must still be used to perform their primary duty as controller until they are no longer assigned to the CP.

2.7. Manning Reports. To assist HQ AFSOC in the management of C2 personnel, AFSOC CP managers will submit monthly manning reports, RCS AFSOC-DOOC (M), to HQ AFSOC/DOOC (AFRC/ANG forces only after mobilization). At units where a COMREP is assigned, the COMREP will ensure an information copy of the host installation CPs (if required by parent MAJCOM) manning report is sent to HQ AFSOC/DOOC. Reports may be submitted via computer-generated forms. Refer to Figure 2.1. for an example of a completed report. Reports must arrive at HQ AFSOC/DOOCS NLT the tenth day of the month being reported. Use the guidance below when preparing the report.

2.7.1. Section I.

2.7.1.1. Unit. This element will contain both a correspondence address and a complete DSN telephone number for both the OIC and Superintendent of the C2 facility (Example: 16 SOW/CP Hurlburt Fld FL 32544-5002, DSN XXX-XXXX).

2.7.1.2. Date. This element will contain the as-of-date (AOD) of the report. The AOD is the first calendar day of the month of applicability; e.g., the January report is dated 1 January.

2.7.1.3. Authorized columns:

2.7.1.3.1. Position Number (Pos #) / AFSC / GRADE /: Enter only the position number, AFSC, and grade

as stated in the UMD.

2.7.1.3.2. If a unit has overages in assigned personnel, list overages in the assigned block and leave the authorized blocks blank. This is usually done by "doubling up" personnel under one authorization.

2.7.1.4. Assigned columns:

2.7.1.4.1. PAFSC. Report primary AFSC (PAFSC) for each individual assigned.

2.7.1.4.2. Grade. Report current grade of each individual. Place a (P) in front of the grade of each individual selected for promotion.

2.7.1.4.3. Name. List each individual's last name, first name, and middle initial. Identify key position/title (if any) below the name (OIC, Training NCO, Superintendent, etc.).

2.7.1.4.4. DAS. Report Date Arrived Station (DAS) by month and year (MM/YY).

2.7.1.4.5. LOSS. Report the estimated departure date (yymmdd) for any individuals with PCS assignments or approved separation/retirement dates.

2.7.2. Section II. Projected Gains/Losses.

2.7.2.1. AFSC / Grade / Name /. Enter applicable information for each individual. Identify which individuals hold key positions by typing the position below the name (Training NCO/Officer, COMREP, etc.).

2.7.2.2. Gain. Enter the individual's report no-later-than-date (RNLTD) (yymmdd) in this column. Adjust the RNLTD on subsequent reports as new information is received.

2.7.2.3. Loss. Enter the individual's estimated departure date (yymmdd) in this column.

2.7.2.4. Remarks. Identify the gaining organization for departing personnel and the losing organization for inbound personnel. Add any other information deemed appropriate.

2.7.3. Section III. Current Authorized/Assigned. List the number of personnel authorized by the UMD and the number currently assigned. Use format in figure 2.1.

2.7.4. Section IV. Three Month Projected Authorized/Assigned. Report the projected number of personnel authorized by the UMD and the number of personnel projected to be assigned based on current projected gains/losses. Use format in figure 2.1.

2.7.5. Distribution. One copy to HQ AFSOC/DOOC.

Figure 2.1. AFSOC Command and Control Manning Report.

COMMAND AND CONTROL MANNING REPORT
RCS AFSOC-DOOC(M) 9201
SECTION I

UNIT / DATE

16SOW/CP, HURLBURT FLD FL 32544-5872 DSN 579-8100 /1 JAN 97 /

AUTHORIZED ASSIGNED

POS NO.	AFSC	GRADE	PAFSC	GRADE	NAME	DAS	LOSS
0003050	86PO	MAJ	86PO	LTC	SMITH, ROBERT (OIC)	SEP 96	N/A
0001131	86PO	CAPT	86PO	CAPT	WHITE, BOBBY L. (TRAINING OFFICER)	MAY 94	N/A
0002091	1C391	SMSGT	1C371	MSGT	JONES, NORMA P. (SUPERINTENDENT)	SEP 95	N/A
0001134	1C371	TSGT	1C371	SSGT	SHEPHERD, JERRY (TRAINING NCO)	JUN 95	N/A
0002092	1C351	SSGT	1C351	SSGT	BROWN, BOBBY B.	MAY 95	N/A
0001135	1C351	SSGT	1C351	SSGT	HUNT, DONALD L.	SEP 95	N/A
0001137	1C351	SRA	1C351	SRA	THOMAS, TIMOTHY	SEP 94	951231
0004045	1C351	SRA	1C351	SRA	VACANT		
0001136	3A351	SSGT	3A351	SSGT	CHERRY, PAUL D. (NCOIC Admin)	JUL 94	N/A

SECTION II

PROJECTED GAINS/LOSSES

AFSC	GRADE	NAME (Last,First,M.I.)	GAIN	LOSS	REMARKS
1C351	SRA	THOMAS, TIMOTHY G.		971231	Separation (First Term Airman)

Figure 2.1. (Continued).

1C351	SSGT	COLLERT, JACKI L.	981031	PACAF CMB OPS STAFF HICKAM AFB HI 96853
1C531	SRA	EPPERSON, BETH	971001	100ARW (USAFE) RAF MILDENHALL UK

SECTION III

CURRENT AUTHORIZED/ASSIGNED

OFF /	1C3X0 /	3A3X0 /	CIV /	TOTAL /
2/2 /	6/5 /	1/1 /	0/0 /	13/12 /

SECTION IV

THREE MONTH PROJECTED AUTHORIZED/ASSIGNED

OFF /	1C3XO /	3A3X0 /	CIV /	TOTAL /
2/2 /	6/4 /	1/1 /	0/0 /	13/11 /

Chapter 3

AFSOC COMMAND REPRESENTATIVE (COMREP)

3.1. General. A COMREP will be assigned to AFSOC units supported by an installation CP operated by another MAJCOM (host CP). The AFSOC COMREP is responsible to the AFSOC wing/group commander and will ensure the host CP satisfies AFSOC C2 requirements. COMREP must be an NCO with a PAFSC of 1C371.

3.2. COMREPs Responsibilities:

3.2.1. AFSOC unique expertise and keeping the host installation's Battlestaff (BS) or Crisis Action Team (CAT) briefed on AFSOC C2 operations, procedures, and requirements.

3.2.2. Providing guidance to the AFSOC wing/group Crisis Action Team (CAT) members on the construction and maintenance of their individual CAT functional area binders.

3.2.3. Ensuring the host CP supports all AFSOC peacetime/wartime mission requirements, and that CP checklists and OIs meet contingency, wartime and peacetime requirements.

3.2.4. Interpreting C2 and operational instructions and briefings applicable to the unit mission.

3.2.5. Providing the CP proper mission and reporting data to accommodate AFSOC's requirements.

3.2.6. Developing an operations continuity folder. This folder should contain sufficient details/checklists so a new person may take over the position with minimal training.

3.2.7. Ensuring AFSOC unique requirements are incorporated into the host CP's training outline.

3.2.8. Attending the host CP's monthly formal training meetings.

3.2.8.1. Providing AFSOC unique training inputs and assist in presentations at the host CP's monthly training meetings.

3.2.8.2. Providing a copy of the COMREPs inputs to the Host CP's monthly training meeting to HQ AFSOC/DOOCP, ATTN: Policy, Systems, and Stan Eval by the 15th of the following month.

3.2.9. Briefing newly assigned host CP controllers on AFSOC-unique missions and requirements.

3.2.10. Periodically evaluate host CP controllers to ensure they are knowledgeable and proficient in AFSOC procedures.

3.2.11. Conducting and documenting annual reviews of all host CP checklists and OIs to verify content, scope, and ability to support AFSOC forces.

3.2.12. Coordinating with the host CP when preparing detailed Responsibility Statements (RS)/Support Agreements (SA) and provide specific details on how the host and tenant will fulfill the requirements within the CP functional area.

3.2.13. Ensuring all host CP controllers are receiving an orientation visit with the tenant AFSOC commander prior to certification by host authorities in AFSOC C2 procedures. Submit wavier request to this requirement IAW para 1.6..

3.2.14. Receiving and maintaining certification in Theater Emergency Action Procedures (EAPs). COMREPs will be used as an additional controller to the host CP, not as a primary duty controller.

3.2.15. Completing any host CP monthly self-study, Emergency Action (EA) requirements and maintain currency in theater EA procedures.

3.2.16. Briefing AFSOC key personnel semi-annually on theater command EA procedures.

3.2.17. COMREPs are the SORTS liaison between the AFSOC unit and the host installation. Although its not the COMREP's responsibility to report SORTS, the COMREP must have a thorough knowledge of SORTS reporting procedures and be able to assist AFSOC units in resolving SORTS problems. If the COMREP has not attended the Air Education and Training Command (AETC) formal SORTS data handlers course, the COMREP must attend the first available class that is offered in theater.

3.2.18. Develop and maintain a SORTS continuity folder.

3.3. AFSOC COMREP Support. AFSOC COMREPs require the following support from host CPs:

3.3.1. Unescorted access to the CP.

3.3.2. Office space within the CP.

3.3.3. Access to secure and non-secure DSN telephones.

3.3.4. Access to administrative support and equipment.

3.3.5. Adequate classified storage space.

Chapter 4

COMMAND POST (CP) FACILITIES AND EQUIPMENT

4.1. General. The intent of this chapter is to standardize, to the degree practical, CP facilities layout and equipment. If requirements in this chapter cannot be complied with, submit waivers IAW paragraph 1.6. with supporting justification. If work orders or equipment requests have been submitted, there is no need to request a waiver.

4.1.1. Commanders must consider operability when selecting/designing a CP facility. The functional aspect addresses the requirements for continued operations following a nuclear, chemical, biological, conventional warfare, or terrorist attack. Operability considerations may not, in themselves, provide sufficient justification to program a new facility or relocate the present facility.

4.1.2. CPs will not have windows. Ventilation will be provided by air conditioning. All openings and vents will comply with physical security requirements IAW AFI 31-101 and AFI 31-209.

4.1.3. CP entry will be strictly limited. In order to enforce entry control, and still allow controllers the ability to control entry with minimum distraction, the following are required:

4.1.3.1. Mechanically or electrically operated cipher door locks. No key lock systems are allowed.

4.1.3.2. One way glass for personnel identification or closed circuit TV. If the entrance is located such that the controller must leave the console position for personal identification, a closed circuit TV will be installed.

4.1.3.3. All secondary entrances and exits will be alarmed in such a way that the EA cell and Law Enforcement Desk are alerted when the doors are opened or tampered with. The primary door will be alarmed if the controllers must leave the console to identify personnel entering or leaving the facility.

4.1.3.4. Install two-way communication between the controllers' console and the primary CP entrance.

4.1.3.5. CPs must install independent duress alarm switches at each controller position. All systems will terminate at the Law Enforcement Desk.

4.1.4. Controllers must be able to quickly cover all classified displays to prohibit a compromise of classified or sensitive information.

4.1.5. A storage unit/rack to hold portable radio transceivers for personnel entering the CP must be provided. Position the storage unit/rack in the entrapment area or in the immediate vicinity inside the main entrance to the CP.

4.1.6. An emergency relocation facility or alternate must be designated to ensure essential CP functions continue when the primary CP location is evacuated. The emergency relocation site should not be near the primary CP to enhance survivability. Units should consider positioning personnel at the alternate location during periods of tension, crises, or major exercises. Whenever activated, the alternate CP must be able to immediately assume the primary CP's role.

4.1.6.1. The alternate facility must provide access to adequate communications. Normally, Class A

telephone access, STU-III hookups, and AMCC radios will meet alternate requirements. Relocating to an area which would provide access to a UHF/VHF radio is recommended. The designated facility should be large enough to accommodate all CP functions, a crisis support staff, and SRC.

4.1.6.2. Each CP must establish emergency relocation facility/activation procedures.

4.1.6.3. Each CP must maintain sufficient publications to support emergency operations at both the primary and alternate facility.

4.1.7. This requirement does not solely justify the building or renovation of a dedicated facility. However, it does provide justification to purchase/install required minimum essential communications.

4.1.8. If present facilities are functional and meet unit mission and security requirements, they are considered adequate. Good judgment, mission requirements, and budget limitations must dictate CP modification programs.

4.2. Equipment Requirements. The following equipment is considered the minimum essential for effective operations and should be acquired as soon as possible:

4.2.1. The CP must have a minimum of two clocks visible to controllers: one showing local time and the other ZULU. Both should be either battery operated, plugged into an UPS, or manually wound.

4.2.2. The CP must have a minimum of one shredding machine approved for classified destruction. The machine must be approved IAW current directives for all classified normally destroyed by CP personnel, including COMSEC material.

4.2.3. Reproduction equipment that is authorized for classified reproduction with enough capacity to reproduce messages and other essential materials for Commander's, CAT, and SRC during contingencies. Each CP will identify at least one back-up copier for use if the primary copier fails.

4.2.4. Telephone Recording System. CP console telephones should be equipped with recording devices for later reviewing of time critical and other pertinent telephone communications during crisis/contingency operations.

4.2.5. Computers, projection machines, and other audiovisual aids needed to facilitate training and commander's briefings.

4.2.6. TEMPEST cleared ADPE. CPs are encouraged to use ADPE to facilitate the collection, dissemination, and documentation of mission control information and reports. However, the CP must maintain the capability to perform essential C2 functions and forward all required reports during ADPE outages. Dispose of information contained on computer generated media IAW AFMAN 37-139.

4.2.7. GCCS is required for all AFSOC CPs. A minimum of one remote terminal and one remote line printer is required to support crisis/contingency operations and processing SORTS.

4.2.8. Chairs for all working positions.

4.2.9. Television and VCR. Television set with cable access or satellite capability to support the CP controllers and the command staff during contingency/wartime operations. Comply with TEMPEST

requirements.

4.2.10. REMINDO timer or similar reminder/alarm timer.

4.2.11. Classified and unclassified facsimile machine.

4.2.12. All communication equipment requirements outlined in Chapter 6.

4.2.13. A Message Processing Terminal (MPT)/Message Delivery Terminal (MDT).

4.2.14. AFSOC CPs will maintain GDSS or C2IPS terminals for positive command and control of unit resources

4.3. Emergency Power. Each CP will have an emergency power supply (either generator or battery back up) IAW AFI 91-4. The power supply must be capable of operating all CP equipment until normal power can be restored (at least six hours). A generator with self-start capability and an uninterruptable power supply (UPS) to eliminate power surges to electronic communications and ADPE is preferred. Physical security of the emergency power system will be IAW AFI 31-101, V1.

4.3.1. If CP personnel are responsible for operating the emergency power unit, the CP OIC will provide written operating procedures, coordinated with civil engineering, giving detailed instruction and training for operating the unit. Training and testing of the emergency power unit will be accomplished and documented quarterly.

4.3.2. Whenever the emergency power unit is started, the appropriate civil engineering division must be notified. Civil engineering personnel must reconfigure the unit for further service when the emergency power unit is no longer needed.

4.4. Emergency Lighting. The CP facility must be equipped with sufficient emergency lighting. Units will augment the emergency lighting system with an adequate number of flashlights, spare batteries, and bulbs. The emergency lighting system and flashlights must be functionally checked once a month. Test results, discrepancies and corrective actions, will be annotated in the events log.

4.5. Physical Layout. Space requirements for CPs vary depending on the supported mission and the physical characteristics of the CP facility. Generally, CPs include these areas:

4.5.1. An Operations/Console Area. This is the nucleus of the CP and should contain the communications equipment, ADPE, status boards, personnel, security, and space necessary for conducting emergency actions, operational reporting, mission monitoring, and daily operations required to maintain control of installation assets and support the operational mission. Design considerations should include, physical separation from the remainder of the complex, maximum internal visibility, maximum soundproofing, and space for additional controllers during high density operations, adequate heating and air conditioning, and TEMPEST and Two Person Integrity (TPI) considerations.

4.5.1.1. Telephone and radio equipment will be arranged so that it is readily accessible by all controllers.

4.5.1.2. Base siren/Public Address system controls will be positioned for immediate operation from each controller position. The base siren controls must have a cycling device to provide the proper signals without monitoring by the controller(s). The system will be tested once a month at a predetermined time

during a normal duty day. Manual initiation of the system must be of a duration to distinguish it from a normal signal. Each agency must monitor the test in their area and report discrepancies to the CP.

4.5.2. Battle Staff/CAT area. This area is designed to give the commander a location to convene essential staff members and may be configured to the needs of the installation. The area must contain adequate communications equipment to support crisis action functions in a timely and secure manner.

4.5.3. Reports Management Center. Reports personnel should be provided work space in or adjacent to the console area. Consider the number of assigned personnel and equipment required.

4.5.4. Aircraft Maintenance Coordination Center. The AMCC area must be adequate to support a minimum of two controllers, maintenance status display boards, required communications equipment, and anything else deemed necessary by CP managers.

4.5.5. Administrative Area. A specific area should be identified for the CP OIC, superintendent, and administrative support personnel with adequate office space. Consideration should be given to both privacy and immediate access to the console area.

4.5.6. Storage and Latrine Facilities. Material and equipment should be stored in a secure area. Latrine facilities should be located within the confines of the CP.

Chapter 5

CP ORGANIZATION, FUNCTIONS, AND PROCEDURES

5.1. General. AFSOC CPs serve as the commander's central agency for C2 matters and are the focal point of the unit's daily operation. AFSOC CPs must be responsive to the unit plans and policies as well as higher headquarters requirements. CP personnel direct command actions for and in the name of the commander. The need for good judgment, sound planning, and initiative cannot be overstated. Any services provided to tenant/other units should be formalized in a Support Agreement (SA) or a Responsibility Statement (RS). AFSOC units served by non-AFSOC (host) CPs will ensure that AFSOC unique requirements are identified and included in SA/RSs. Forward all formal agreements involving C2 of AFSOC assets to HQ AFSOC/DOOCP.

5.1.1. This chapter outlines CP organization, functions, and procedures for units to use during normal day-to-day operations of an AFSOC CP and in execution of AFSOC missions.

5.1.2. AFSOC Emergency Actions (EA) are IAW AFSOCI 10-202, V2 (S) and apply to AFSOC CONUS units and AFRC and ANG units when mobilized. All other AFSOC units will comply with host installation/theater EA directives.

5.1.3. Responsibilities, procedures, and guidance for operational reporting, and SORTS are IAW AFI 10-201; AFI 10-207; USSOCOM M 525-1; USSOCOM M 525-3 (S); AFSOCI 10-202, V2 (S), AFI 10-206; AFP 102-2, V1; JP 1-03.3; AFMAN 16-602; and AFSOC supplements.

5.1.4. To ensure interoperability between military services, CP personnel will comply with the United States Message Text Format (USMTF) standards in AFPAM 10-709, V1, for all record copy message traffic, unless exempted.

5.2. Installation Command Posts. Installation CPs support all base and tenant organizations and assist commanders in accomplishing their mission. Installation commanders must ensure well-defined Responsibility Statements are developed regarding responsibility and authority of the installation CP. Only the installation CP is authorized to communicate higher headquarters or local commander directions to operational organizations that support the entire installation (e.g., security police, base operations, etc.). Tasks are accomplished IAW established installation and tenant unit command procedures, directives, and agreements. Accordingly, it must be understood that not all tasks can be accomplished concurrently. When several actions are required simultaneously, the most time sensitive actions are accomplished first.

5.2.1. Normally, operational mission activities take precedence over exercise actions. CP controllers must thoroughly understand all supported agencies missions, the need to prioritize actions, and consequences of their actions.

5.2.2. CPs will provide transient and AFSOC aircraft full base support services, including reporting mission movement information IAW AFSOCI 10-202 V3, telecommunications, logistical, and other support as required.

5.3. Command Post Organization. As a minimum, CPs will consist of the following four functional areas: Operations Control, Aircraft Maintenance Coordination Center, Reports Management, and Crisis Action Team (CAT). Minimum responsibilities are listed below.

5.3.1. Operations Control. The operations control is the 24 hour agency responsible for mission execution, Emergency Actions (EA) implementation and dissemination, OPREP-3 reporting, crisis coordination, disaster response, and flight following. Console operations come under the purview of the OCF.

5.3.2. The AMCC is responsible for monitoring and coordinating the status, production efforts, maintenance schedules, and location of all assigned and transient weapon systems and allocates specialists for shared-support requirements. AMCC coordinators will also maintain and display aircraft status information. AMCCs must comply with AFSOCI 21-106 and this instruction.

5.3.3. Reports Management. Reports is responsible for operational reporting (i.e. less OPREP-3s), logistical reporting, and SORTS reporting. Responsibility for preparing certain individual reports within each function may be reassigned to other centers or organizations. Reports must comply with AFI 10-206, AFSOC Sup 10-206, and this instruction.

5.3.4. In day-to-day operations the CAT is a dormant function and is normally activated only in response to an external emergency, crisis, or contingency. CAT composition is a unit prerogative. The CAT is responsible for crisis management, including resource allocation, and survival recovery operations (wartime function only).

5.4. Mission Execution. AFSOC CPs are responsible for coordinating, controlling, and reporting on all AFSOC aircraft missions from prior to aircrew show until mission termination IAW AFSOCI 10-202 V3.

5.4.1. Departure Activities. CPs coordinate all operational aspects of home station missions with supporting base agencies prior to departure.

5.4.2. En route Control. CPs monitor all operational missions until the aircraft terminates at home station or reaches a Change Of Operational Control Point (CHOP) location/time. The CP must maintain the capability to advise the commander of the status of all operating missions and be able to recall missions to meet Designed Operational Capability (DOC) response time tasking. Local missions are those missions not fulfilling operational requirements and operate within the local flying area. Local missions do not need to be reported to the HQ AFSOC Command Center, but must be monitored by CP.

5.4.3. Mission Reporting. AFSOC unit current operations functions are responsible for reporting planned mission itineraries for all aircraft missions scheduled to operate outside the local flying area NLT 72 hours prior to mission departure. The CP is responsible for reporting mission itineraries for short notice missions that cannot be reported by the current operations function.

5.4.3.1. Mission itineraries are reported via Automated Digital Network Message (AUTODIN) system, Global Decision Support System (GDSS), or the Command and Control Information Processing System (C2IPS) if available. Telephonic reporting may be used if all other means indicated are non-operational.

5.4.3.2. Aircraft commanders (or mission commanders when designated) will voice report mission arrival, delay, and departure information to the installation CP. Missions movement will be reported to the installation CP for upchannel reporting to the AFSOC Command Center. Mission movement information passed directly to a CONUS/OCONUS non-AFSOC CP will be reported to the AFSOC Command Center within 30 minutes. AFSOC CPs will actively pursue actual arrival/departure information if information is not received within 30 minutes of scheduled arrival/departure times.

5.4.3.3. Whenever an AFSOC aircraft is "CHOPed" to another controlling agency, the installation CP

losing OPCON must report the time/location to the AFSOC Command Center by voice or message within 30 minutes. Report classified missions IAW AFI 31-401.

5.4.4. Mission Controlling Authority (MCA). For those AFSOC missions that must operate outside normal C2 due to security considerations, the wing/group commander must establish procedures to maintain positive C2 of assets until CHOPed to another command agency IAW published OPLANS, OPORDS, execution orders, or mission directives. For sensitive or classified missions, the wing/group commander may designate another agency/individual as the MCA. The MCA may assume control of these missions prior to or after launch.

5.4.4.1. The MCA must keep the AFSOC Command Center, AFSOC Directorate of Operations, or a designated AFSOC POC informed of current location and status of any aircraft operating outside normal C2 channels until the aircraft is CHOPed to another command.

5.4.4.2. Location J-codes will be used for all classified missions. J-codes are used in place of an ICAO when the itinerary of the mission is classified or close hold IAW AFSOCI 10-402 Flying Hour Program. The wing/squadron current operations is responsible for compiling the J-Code listing. This list must be updated annually using the numbers J301-J399. Each current operations will determine which locations are transited most often for classified/close hold contingencies or deployments. The message is then transmitted to HQ AFSOC CMD CTR Hurlburt Fld FL//DOO// and other interested agencies determined by wing/squadron current operations.

5.4.5. Non-AFSOC Support Missions. Installation CPs will monitor all non-AFSOC mission aircraft supporting AFSOC interests (i.e., AMC aircraft).

5.4.6. Command Oversight. The AFSOC Command Center monitors all AFSOC forces via GDSS and direct reporting from AFSOC and host (IAW approved SA/RSs) installation CPs. Upon direction, the AFSOC Command Center will be prepared to assume direct control of all individual missions and of informing the appropriate installation CP. Additionally, the AFSOC Command Center will monitor all AFRC/ANG SOF aircraft operating under an AFSOC mission number and operating to, from, or between an overseas locations.

5.5. Mission Rerouting/Diverts/Diversions. The organization exercising OPCON of a mission has the responsibility and authority to delay, divert, or reroute a mission, except in an emergency or where safety of flight might be compromised. Final responsibility for the safe conduct of the mission rests with the aircraft commander. IAW AFSOCR 55-18, Volume 1 (for rotary wing aircraft) and the applicable volume of AFSOCI 11-202 series (for fixed wing aircraft) the aircraft commander has the authority and responsibility to delay or divert a mission when conditions are not safe to start/continue. En route aircraft/mission commanders must inform the agency exercising OPCON of any delays/diverts as soon as possible.

5.6. Operating Instruction (OIs). The CP OIC or Superintendent will develop and maintain a current set of OIs. OIs must reference all applicable documents, regulations, and instructions to satisfy administrative requirements. Extensive, well written procedures found in higher headquarters instructions may be used in lieu of OIs as long as they fill all mission requirements. OIs must be written so controllers can act without continuous reference to a source directive or instruction. OIs do not preclude the requirement for maintaining pertinent directives/instructions. To ensure currency, the CP OIC, Superintendent, and AMCC NCOIC will review OIs annually and annotate the review by initialing each OI. Prepare OIs IAW AFI 37-160, V1. At a minimum, develop OIs on the following areas:

5.6.1. Specific controller/coordinator duties and responsibilities.

5.6.2. Training and certification of personnel.

5.6.3. Maintenance of standardized forms used by the CP.

5.6.4. Operational Reporting (AFSOCI 10-202, V1 and AFSOCI 10-202, V2 (S); AFPAM 10-709, V1; AFI 10-201; AFI 10-207; and USSOCOM M 525-1(S)(applies to HQ AFSOC ONLY)); and supplements.

5.6.5. Equipment operation (emergency power, ADPE, alarm systems, etc.).

5.6.6. Communication system capabilities and restoration procedures.

5.7. Command Post and Aircraft Maintenance Coordination Center Quick Reaction Checklists.

CP/AMCC checklists outline specific actions controllers take in response to an emergency, abnormal, or recurring event, situation, or circumstance and are ideal for implementing EA directives, OPORDs, and OPLANs. Checklists should be brief, concise, and designed to lead controllers through preferred sequences of actions (figures 5.1. and 5.2. are examples of controller checklists).

5.7.1. To be useful, checklists must be current and immediately available to controllers. To ensure currency, the CP OIC, and/or the superintendent, will review all checklists annually to preclude duplication. The AMCC NCOIC will review all AMCC checklists annually for currency and accuracy. Annotate this review by initialing each checklist file copy or by posting a letter of review in each checklist binder.

5.7.2. Include appropriate office symbols and telephone numbers in each checklist. Limit checklist telephone notifications to 10 calls per controller (maximum of 20 per team). Notifications in excess of this number can severely degrade CP effectiveness during time sensitive events.

5.7.3. Conference calls will be used to the maximum extent possible. One conference call counts as one telephone notification. Waivers on the number of maximum calls will be considered based on mission and suitable alternatives.

5.7.4. For easy use, checklists should be indexed, tabbed, and maintained in three ring, loose-leaf binders. Mark classified binders IAW AFI 31-401.

5.7.5. Amplifying "NOTES" used at the top of a checklist must be brief and contain no more than two or three sentences. These notes are used to provide controllers with pertinent information.

5.7.6. An area may be blocked off in the body of a specific checklist to include purpose, scope, summary, background, or reference information.

5.7.7. Controllers must accomplish checklists in sequential order. Before proceeding to a follow-on item, controllers should do one of the following:

5.7.7.1. Enter a check mark, or an "X", and the time the item was completed, or controller initials to indicate that an item has been accomplished.

5.7.7.2. Use "N" to indicate that the action is not applicable.

5.7.7.3. Use "P" to indicate actions previously accomplished on another checklist or by other means.

5.7.7.4. Use "S" to indicate action is simulated. Only to be used during exercises or when otherwise directed.

5.7.7.5. If an action is deferred or circumstances preclude an action from being completed circle the action step (number or blank) or use "O" to indicate the action is open/deferred.

5.7.8. Checklists may be accomplished by only one controller, however, some checklists require two controllers to ensure timely completion. Specify which checklists require one controller and which checklists require two. Annotate two controller checklists in a manner that will eliminate potential confusion for controller teams. This locally developed method will be standardized throughout the EA and QRC binders. Checklists designed for a single controller need not be annotated in any specific manner.

5.7.9. CP Checklists fall into three categories: Emergency Actions Checklists (EACs), Quick Reaction Checklists (QRCs), and Controller Basic Checklists (CBCs). Keep EACs separate from QRCs and CBCs. CBCs may be stored in the same binder as QRCs, but will be maintained in a separate section. QRCs may be maintained in files at both controller positions as long as they are appropriately tabbed, indexed, and readily accessible. AMCC may develop their own checklists.

5.7.10. EA Checklists. AFSOC CONUS CPs will develop and maintain EA checklists, formats, and procedures for each prescribed EA message IAW AFSOCI 10-202, V2 (S). OCONUS CPs follow respective theater guidance. A thorough knowledge of EA checklists and procedures is mandatory for controller certification. EA checklist binders will include checklists and formats for each type of message in AFSOCI 10-202, V2 (S).

5.7.11. QRCs. QRCs outline steps to be taken in response to emergency, unusual, or recurring circumstances. Develop QRCs to save lives, protect resources, and rapidly disseminate time-sensitive information. As a minimum, develop QRCs for the following situations:

5.7.11.1. Aircraft emergency.

5.7.11.2. Weather warning/advisory.

5.7.11.3. Helping Hand/Covered Wagon.

5.7.11.4. Aircraft hijack/theft.

5.7.11.5. Bomb threat.

5.7.11.6. THREATCON change.

5.7.11.7. Unit/personnel recall (pyramid alert).

5.7.11.8. CAT activation/deactivation.

5.7.11.9. CP facility evacuation/relocation.

5.7.11.10. Disaster response.

5.7.11.11. Power failures.

5.7.11.12. Border violations.

5.7.11.13. Aircraft contamination.

5.7.11.14. Compromise/suspected compromise of crypto material.

5.7.11.15. Fire.

5.7.11.16. Overdue aircraft.

5.7.11.17. Unusual incident.

5.7.11.18. Runway closure.

5.7.11.19. DV arrival/departure.

5.7.11.20. Hostage situation.

5.7.11.21. Civil request for military assistance.

5.7.11.22. Request for technical expertise.

5.7.11.23. Communication outages.

5.7.11.24. Air refueling extensions/coordination.

5.7.11.25. OPEN SKIES and Chemical Warfare Inspections.

5.7.12. Controller Basic Checklists (CBCs). CBCs address routine/recurring circumstances/situations that do not require quick reactions. These checklists cover subjects that are not time sensitive in nature, but require sequential actions (often complicated or extensive) to complete the overall action. Examples of CBCs are:

5.7.12.1. Controller shift changeover.

5.7.12.2. End of month COMSEC changeover.

5.7.12.3. Daily/weekly facility cleanup.

5.7.12.4. Message distribution requirements.

5.7.12.5. Equipment outage procedures.

5.8. Operation Plan (OPLAN) and Order (OPORD). AFSOC C2 facilities will maintain a copy or

synopsis of every OPLAN/OPORD that directly tasks the AFSOC CP with specific actions.

5.9. Events Log. AFSOC CPs and AMCCs will maintain events logs. Events logs serve as an official, chronological record of events affecting unit or CP operations. Use AF Form 1924, Events Log or locally computer generated events logs.

5.9.1. Events log entries will include, but are not limited to:

5.9.1.1. Time CP controllers, trainees, maintenance coordinators start and end shift.

5.9.1.2. Summary of unusual events.

5.9.1.3. Results of communication tests or exercises.

5.9.1.4. Changes to unit posture/preparedness (classify as appropriate).

5.9.1.5. Emergency conditions or equipment failures.

5.9.1.6. Receipt of EA messages.

5.9.1.7. Receipt of time sensitive tasking/warning messages.

5.9.1.8. Completion of QRCs.

5.9.1.9. Initiation and completion of a separate exercise events log.

5.9.2. The events log will be maintained for a 24-hour period. Open the events log at 0001Z each day and close the log at 2359Z. Weekend/holiday events logs may be kept open until the next duty day.

5.9.3. Make log entries as soon as possible after an event and include the time of occurrence and initials of the individual making the entry. Every effort should be made to keep the logs unclassified. When classified log entries are made, classify the log according to content and mark IAW AFI 31-401. To preclude lengthy exercise entries in the events logs, use a separate log to record exercise events. To ensure standardized log entries, the following instructions apply:

5.9.3.1. Enter all events in chronological sequence using Zulu time. Late entries will be identified by preceding the narrative information with the words "LATE ENTRY".

5.9.3.2. When entering references to messages, include the message originator, date-time-group, and the fact that it is classified (if applicable). Enter unit identifier and initials of personnel notified of message receipt.

5.9.3.3. Log entries must be accurate and complete enough to fully explain/reconstruct the situation. Enter as much information as possible for each occurrence. (i.e. name, rank, unit, what, where, when, why, how, results, persons notified, etc.)

5.9.4. The CP OIC, superintendent, and the AMCC NCOIC will annotate review of events logs daily. Weekend and holidays logs may be reviewed the next duty day.

5.9.5. Each on-coming controller and coordinator must review all subsequent shift log entries prior to assuming shift.

5.9.6. Maintain events logs IAW AFMAN 37-139. Dispose of events logs after 3 months.

5.10. Publications Library. Each CP OIC will ensure a functional publications library (see AFI 33-360 Vol 1, and Attachment 1, Section A of this instruction) is maintained for all CP personnel. Required documents include directives, manuals, instructions, operations plans, and operation orders, applicable to the mission and all personnel. The CP OIC may supplement the library as required.

5.10.1. The AMCC may establish a separate functional library of required T.O.s, directives, manuals and instructions.

5.10.2. The flying squadrons maintain flight manuals for every aircraft assigned to the base. The CP may request the use of these flight manuals as required.

5.11. Controller Information File (CIF). CPs will maintain a CIF containing information of a temporary nature pertinent to C2 operations and controller personnel (messages, letters, etc.). The CP Chief/Supintendent may determine that separate CIFs are required for the AMCC and the CP.

5.11.1. Maintain the CIFs in a binder labeled "Controller Information File" or CIF.

5.11.2. Prior to assuming duty, each controller/coordinator will review each item added to the CIF since their last duty period and indicate with his/her initials that the item or items have been reviewed.

5.11.3. OICs will establish procedures to ensure periodic screening (at least weekly) of the CIF and promptly remove those items that have been reviewed by all controllers and are no longer current. Items will not remain in the CIF longer than 90 days. Convert old CIF items of continuing value into directives, checklists, or place in appropriate training or reference documents.

5.12. Cryptographic Material. Each CP will maintain applicable cryptographic material (including authenticators, encode/decode documents, and keying material) appropriate to their geographical area, unit mission, and equipment. Under no circumstances will a CP controller be responsible for COMSEC material other than the material required to perform their duties.

5.12.1. The AKAC L506 is the standard authenticator used by AFSOC CPs.

5.12.2. The AKAC 373 encode/decode document enables CPs, aircraft crews, and deployed C2 agencies to transfer sensitive or classified information over nonsecure means.

5.12.3. Incoming messages. Encoded, incoming messages will either be physically copied by two certified controllers or by one controller physically copying the message and a second controller listening to the transmission while monitoring the other controller copying the message.

5.12.4. Outgoing messages. A single controller may accomplish the encoding of outgoing messages transmitted by voice while a second controller monitors to ensure correct transmission.

5.13. Key Personnel/DV Monitoring. CPs will monitor the location of and provide a communications link to the Wing/Group Commander, key staff members, and any individuals designated by the commander.

The availability of subordinate commanders is monitored IAW AFI 10-205 and AFSOCI 10-203.

5.14. Pyramid Notification System. A pyramid notification system is required to facilitate immediate response. Unit commanders must establish notification procedures for use during “normal communications” and “communication out” situations.

5.14.1. Command Post notifications. Recall information must be transmitted quickly and accurately. A single CP controller may make a maximum of 10 notifications. A CP team may make a maximum of 20 notifications. The host unit commander determines whom the CP controller(s) will call and the order in which these notifications are made. Normally, the CP controllers will recall the Group/Squadron commanders who start their unit recall, as applicable.

5.14.2. When the CP and AMCC are collocated, the AMCC may assist the CP controllers in completing initial recall actions, provided the recall does not interfere with the AMCC’s primary duties.

5.15. Command Post Support. Intelligence, logistics, plans and weather support will be provided for the commander and staff as required. CP controllers will recall CAT support personnel as required for executed operations, or when directed by the commander.

5.16. Reporting Instructions. The CP will prepare and submit applicable reports IAW AFMAN 10-206/AFSOC SUP 1.

5.16.1. Threat Conditions (THREATCON) reporting requirements will be IAW AFI 31-210 and AFSOC SUP 1.

5.16.2. Commander’s availability will be IAW AFI 10-205/AFSOCI 10-203.

5.16.3. As a minimum, the following operational reports formats must be precanned for controller use in the primary and alternate facilities IAW AFMAN 10-206/AFSOC Sup 1. Additional emergency actions and operational reports may be added based on unit mission.

5.16.3.1. OPREP-3 HOMELINE.

5.16.3.2. OPREP-3 BEELINE.

5.16.3.3. OPREP-3 PINNACLE.

5.16.3.4. Commander’s Situation Report (SITREP).

5.16.3.5. Aircrew/Aircraft Loss Report (LOSREP).

5.16.3.6. CAT activation/deactivation message.

5.16.3.7. Attainment reports.

5.16.3.8. Relocation messages.

5.16.3.9. WHITE PINNACLE message.

5.16.3.10. WHITE PINNACLE Summary report.

5.17. Radio Discipline. Radio discipline is essential in conducting AFSOC missions. Controllers will ensure that only essential information for mission execution not available by other means will be transmitted to or requested from airborne aircraft. Make every effort to exchange required information with an aircrew prior to departure or after arrival, and by means other than radio. Use voice call signs from the Voice Call Sign List (VCSL) to the maximum extent when identifying military aircraft, organizations, activities, and geographical locations in establishing/maintaining radio communications.

5.18. Hazardous Weather/Runway Conditions. AFSOC CPs must ensure local hazardous weather and runway condition information is disseminated to appropriate agencies and that confirmation is received from those agencies when actions have been taken to prevent damage to AFSOC assets. AFSOC CPs will establish procedures to receive weather advisories, weather warnings, and runway surface condition data from weather units and base operations and disseminate the information to local agencies and departing/arriving aircraft. CPs will also be capable of advising airborne aircraft of hazardous en route, destination, and/or alternate airfield weather.

5.19. Diplomatic Clearance Responsibilities. AFSOC units are responsible for requesting diplomatic clearances prior to deployment. The installation/host CP and the AFSOC Command Center will be information addressees on all diplomatic clearance requests and all approval/disapproval messages. AFSOC message address: AFSOC CMD CTR HURLBURT FLD FL//. The installation/host CP and the AFSOC Command Center will assist deploying/redeploying aircraft to obtain updated diplomatic clearances. ANG units include ANGRC/DOOC as an info addressee. ANGRC/DOOC message address: ANGRC GDSS ANDREWS AFB MD//GDSS//. AFRC units include as an info addressee. HQ AFRC/DOOC message address: AFRC GDSS ROBINS AFB GA//GDSS//.

5.20. SORTS. Units will report SORTS IAW AFI 10-201 and AFSOC Sup 1.

5.21. Controllers Small Arms Certification. C2 facilities do not normally require armed controllers. However, this will not preclude weapons training for mobility reasons.

5.22. Air Force Operational Reporting System (AFOPREP). The AFOPREP is an element of the Joint Reporting Structure (JRS) designed to provide JCS, USAF, and intermediate levels of command with necessary information to base timely operational decisions and applies to all MAJCOMs, AFRC, ANGRC, FOAs, and DRUs. Units will submit AFOPREPs IAW AFMAN 10-206 and AFSOC Sup 1 to AFMAN 10-206. ANG units will comply with ANGI 10-206.

Figure 5.1. Controller Checklist (QRC #4).

QRC # 4 AFSOC KEY PERSONNEL DEPARTURES DATE: 07 JAN 97 PAGE 1 OF 1

_____ 1. Verify correct checklist.

_____ 2. Initiation date/time/controller initials: _____/_____(Z)/_____.

_____ 3. For AFSOC CC/CV/DS Departure: Record departure time:

Key person _____ ETD: _____ ATD: _____

NOTE: If destination is an AFSOC unit, notify that command section.

_____Z _____ Unit _____ Initials

_____ 4. Flag Change: (i.e., the CV is now acting commander) notify:

TIME INITIALS

_____Z _____ GAINING OFFICER (Duty hours only)

_____Z _____ AFOC Red Switch 2300/227-6103

_____Z _____ USCINCSOC CMD CTR Red Switch 6300/Hotline/299-5300

_____Z _____ 16 SOW CP Red Switch 3601/ Hotline/4-8100

_____ 5. Record all information/actions in Significant Events Log.

_____ 6. Completion date/time/controller initials: _____/_____(Z)/_____.

Figure 5.2. Controller Checklist (QRC #10).

QRC # 10 DURESS ALARM TEST

DATE: 7 JAN 97

PAGE 1 OF 1

NOTE 1: First Wednesday of each month will be test day. Test make-ups are done during the last week of the month.

NOTE 2: Ensure you are listed on the Duress Alarm Activation Letter in Book 4 prior to calling Security Forces (SF).

NOTE 3: In steps 4 and 5 the system will automatically reset in approximately 30 – 60 seconds.

- _____ 1. Verify correct checklist.
- _____ 2. Initiation date/time/controller initials: _____/_____(Z)/_____.
- _____ 3. Call SF via hotline or ext. 4-6423/7114 and announce you are going to test the duress alarm. Standby to authenticate using the authentication matrix provided by Security Police.
- _____ 4. Activate the alarm and wait for SF to receive the alarm activation and reset system.
- _____ 5. Activate any additional alarms and wait for SF to receive the alarm activation and reset system.
- _____ 6. Record test results and SF initials on AF Form 2530 (Book 4).
- _____ 7. Contact CE service desk immediately if alarm malfunctions. Be sure to get a job control number from CE personnel.
- _____ 8. Record test results in significant events log.
- _____ 9. Completion date/time/controller initials: _____/_____(Z)/_____.

Chapter 6

COMMUNICATIONS REQUIREMENTS

6.1. General. This chapter describes the minimum communications equipment and capabilities necessary for AFSOC CPs to meet responsibilities. The CP OIC is responsible for initiating appropriate documents to obtain the necessary equipment and capabilities. HQ AFSOC/DOOC must approve any deviations from the requirements identified in paragraph 6.3. HQ AFSOC/DOOC must approve all formal agreements with the local telecommunications center. In general, HQ AFSOC/DOOC will address communications requirements for new command and control equipment as it is fielded.

6.2. Communications Policy. All unsecure voice and data communications are accessible by unfriendly agents. SOFs are inherently dependent on covert operations. Day to day operations must be conducted in a secure environment to the maximum extent practical to ensure equipment, operational procedures, and patterns are in-place to protect classified operations when required. Security is also required to prevent inadvertent OPSEC signals caused by shifting communications from non-secure to secure circuits during contingencies. To the maximum extent practical, conduct all communications outside the CP via secure circuits/devices. This policy is not intended to obstruct or restrict the need to expeditiously pass unclassified C2 information. The OIC of the CP should work closely with the base communications squadron to evaluate C2 communication weaknesses and common points of failure to develop a redundant system that will provide the CP with survivable communications to the maximum extent practical.

6.2.1. CP communications-computer systems must provide the commander with real-time information.

6.3. Communications Requirements. The communications requirements and equipment listed in this chapter are designed to enhance C2 of AFSOC forces.

6.3.1. Record Communication Policy and Requirements. Each AFSOC CP requires record communication support that is quick, reliable, and secure. Timely delivery of high precedence record traffic from the communications center to the CP is essential. This requirement can be met by collocation with a telecommunications center or by installing a secure send/receive device that interfaces directly with AUTODIN or connects with a telecommunications center served by AUTODIN. (NOTE: The addition of this device is not intended to turn the CP into a base comm center.) The local CP is not responsible for receiving and disseminating administrative or operational planning messages (other than execution planning messages).

6.3.1.1. Other teletype or data link circuits, such as circuits to International Civil Aviation Organization (ICAO), Air Route Traffic Control Centers (ARTCC), Federal Aviation Administration (FAA), and Air Force Global Weather Central (AFGWC), may be required to support the mission.

6.3.1.2. In addition to common user record comm circuits, each AFSOC CP must have both a nonsecure facsimile (fax) and a secure fax (secured via a STU-III) for point to point record communications.

6.3.2. Voice Communications Policy and Requirements. Reliable secure and nonsecure voice communications are required to ensure positive control of AFSOC forces. Size and quantity of circuits normally depends on CP mission and needs. Secure voice is the most desirable form of voice communication in the CP and should be used to the maximum extent practical. The voice communications capabilities listed below are required.

6.3.2.1. MAJCOM CMD CTR and wing CPs IAW CJCSI 3150.3, USSCOM M525-3 must have Digital Switching Network (DSN) access to FLASH capability to meet AFMAN 10-206 reporting requirements. If FLASH capability is not provided to the base, the CP must have immediate precedence capability with preempt capability. For overseas units, intratheater DSN with CONUS capability may suffice.

6.3.2.2. Secure and nonsecure conferencing capability. CPs supporting SOF forces must have the capability to conference voice communications between key staff personnel, airborne assets, CAT members, maintenance control, and lateral/higher headquarters. The capability must extend to all voice systems. CPs must also be able to transfer voice circuits to a fax machine secured with a STU-III telephone.

6.3.2.3. Inter- and intra-base telephone service:

6.3.2.3.1. AF Red Switch Network (RSN) secure voice capability to both key base offices and higher headquarters must be provided as soon as possible.

6.3.2.3.2. STU-III. All nonsecure telephone circuits into a CP (not terminating on an integrated C2 conferencing and switching system) that could be used for C2 purposes should terminate on a STU-III telephone. Multiple circuit console telephones must have the capability to quickly transfer nonsecure calls to a STU-III.

6.3.2.3.3. Dedicated circuits will be installed from CONUS CPs to the AFSOC Command Center.

6.3.2.3.4. Intra-base Telephone System. As a minimum, a dedicated circuit capability (hot lines/direct dial lines) must be installed at installation CPs. The system should connect with the unit commander, operations support squadron commander, host installation CP (if applicable), base weather, maintenance operations center, air terminal operations center, law enforcement desk or Central Security Control, all flying squadrons in the wing, base operations, and other locally designated support agencies.

6.3.2.3.5. Type 3 - On Base, Off Base, and Routine DSN Telephone Service. AFSOC CPs require interbase, local commercial and common user DSN access service. In addition, access to long distance commercial service is required. Access to long distance commercial service should be routed outside the base telephone switch for redundancy. A minimum of two Type 3 dial lines per controller is required to facilitate contact with civilian agencies, key personnel, on call staff personnel, aircrews, etc.

6.3.2.3.6. All telephone handsets and personal headsets within the confines of the CP and CAT areas will be equipped with a "push-to-talk" feature to enhance COMSEC and OPSEC. CP personnel and augmentees should use and practice "Open Line" procedures on a continuing basis.

6.3.2.4. Air/Ground Radios.

6.3.2.4.1. To promote positive supervision necessary for safe and efficient mission accomplishment, CPs must have UHF, VHF, and HF radios (secure and nonsecure) that permit direct contact with AFSOC aircraft. The number and type of radios will be determined by mission requirements and should include no more than one for each required primary and secondary C2 frequency.

6.3.2.4.2. A Land Mobile Radio (LMR) system consisting of a fixed transceiver and portable radios greatly enhances the C2 of AFSOC forces. CP personnel must have the capability to page key radios (CC, MA, etc.) and patch mobile radio calls to telephone circuits during daily operations and emergency

situations. As a minimum, the CP must have access to the Commander's net, disaster preparedness net, fire department net, and security force net. Functions and procedures are described in AFI 33-106, and AFI 32-4001.

6.3.2.4.3. Secure UHF SATCOM is required to control deploying contingency missions. HF will be the alternate long haul communications link when UHF SATCOM is not available.

6.3.2.5. Tape Recorder. AFSOC CPs must have the capability to record radio and telephone transmissions. The primary purpose is to capture significant events such as bomb threats and aircraft emergencies. Routine transmissions and conversations need not be recorded. This requirement can normally be satisfied by use of a single channel cassette recorder or deck. Local purchase is authorized for this item. Additionally, a portable cassette recorder must be available to play back recorded conversations. This recorder may also be used to record training meetings and for accomplishing make-up training.

6.3.2.6. CPs must maintain the capability to immediately contact the commander and those staff members the commander deems necessary. This may be accomplished by utilizing LMRs, cellular telephones, or pagers.

6.3.3. Automated Data Processing Equipment (ADPE). ADPE is required in all AFSOC CPs. As a minimum, equipment will consist of two input devices, one remote line printer, and associated equipment.

6.3.3.1. Global Command and Control System (GCCS).

6.3.3.2. Personal/mini computers with associated software/printing devices.

6.3.4. Commercial telex may be required. This may be particularly advantageous for overseas units.

6.3.5. Global Decision Support System (GDSS) or Command and Control Information Processing System (C2IPS) are used by AFSOC C2 agencies for flight following.

6.4. AFRC/ANGRC Component Communication Requirements. Minimum peacetime communication requirements are detailed in Chapter 10.

Chapter 7

CONTROLLER TRAINING, CERTIFICATION, AND EVALUATION

7.1. General. This chapter describes and defines policy, guidance, and procedures for training, certifying, and evaluating AFSOC controllers. Prior to performing unsupervised duties, controllers will be trained and certified IAW AFI 10-207, AFI 36-2201, and this instruction.

7.1.1. To perform as an AFSOC console controller, an individual must be knowledgeable and proficient in:

7.1.1.1. Emergency Actions. Including receiving, interpreting and disseminating EAMs.

7.1.1.2. Flight Following/Mission Monitoring. Including the GDSS, C2IPS (when available), and specific AFSOC mission reporting procedures IAW AFSOCI 10-202 V3.

7.1.1.3. Building and posting Daily Activity Briefing package.

7.1.1.4. Daily operations. Including console operations, local procedures, communications and equipment, all operational reports (excluding SORTS), the security reporting and alerting system, security/COMSEC, operational procedures (events log, QRCs, Key Personnel status boards, etc.), and GCCS, if applicable.

7.1.2. To perform as an AFSOC Operational Reports Manager, an individual must be certified in SORTS and Joint Monthly Readiness Review (JMRR) procedures which include data collection, data base update, data retrieval, GCCS procedures (if available), and alternative data transmission systems (MPT, DD form 173s). Operational Reports managers must attend the formal AETC SORTS Data Handlers course unless comparable training has been received and HQ AFSOC/DOOCR waives this requirement. In addition, the individual must have a thorough knowledge of all Operational Reports.

7.2. Responsibilities. Executive responsibility for the effectiveness of the training program and accomplishment of training rests with the Cmd Ctr/CP OIC and superintendent.

7.2.1. The Cmd Ctr/CP OIC/Superintendent will:

7.2.1.1. Appoint, in writing, an NCO Training Manager to develop, maintain, and administer a controller training program.

7.2.1.2. Ensure training is started as soon as practical after a controller is assigned.

7.2.1.2.1. Active duty controller certification does not exceed 90 days.

7.2.1.3. Ensure all assigned controllers receive certification or refresher training, and maintain proficiency.

7.2.1.4. No later than the fifth day of each month, sign and publish a self-study letter detailing areas to be studied by all certified controllers.

7.2.1.5. Ensure trainers are knowledgeable and proficient in Cmd Ctr/CP operations.

7.2.1.6. Initiate actions to include retraining or separations as applicable for controllers who fail to maintain standards after certification or refresher training.

7.2.1.7. If desired, designate a separate Training Manager to develop and administer the facility's SORTS training program. This individual answers directly to the Cmd Ctr/CP Chief regarding the quality of SORTS training. However, the SORTS Training Manager will work closely with the regular Training Manager to ensure items of mutual interest (e.g., facility security issues) are adequately covered in both training programs.

7.2.1.8. Ensure Cmd Ctr/CP and maintenance personnel complete all Air Force Specialty (AFS) Skill-Level Upgrade training requirements IAW AFI 36-2201, Enlisted Specialty Training, and respective AFS CFETP.

7.2.2. The Training Manager will:

7.2.2.1. Be certified, as a minimum, in EA and console operations. Certification as a SORTS controller is mandatory if there is no SORTS Training Manager.

7.2.2.2. Develop, maintain, and administer the controller training program.

7.2.2.3. Develop a training outline as prescribed in paragraph 7.7.

7.2.2.4. Supervise the training of all controllers undergoing certification, refresher, and recurring training. Since controller training is typically a team effort, a new controller may receive instruction from a variety of controllers. The Training Manager must therefore devote a substantial amount of attention to monitoring and coordinating the work of multiple instructors.

7.2.3. The SORTS Training Manager will:

7.2.3.1. Be certified as an Operational Reports controller.

7.2.3.2. Develop, maintain, and administer a controller training program as prescribed in this chapter.

7.2.3.3. Develop a training outline as prescribed in paragraph 7.7. The SORTS training outline may be incorporated into the broader Cmd Ctr/CP training program.

7.2.3.4. Supervise the training of all SORTS controllers undergoing certification, refresher, or recurring training. For dual certified controllers, the training and supervision should be a coordinated effort between the Training Manager and the SORTS Training Manager.

7.3. Certification Training.

7.3.1. Certification training is training administered to all newly assigned controller personnel without recent AFSOC C2 experience. Schedule the trainee for instructional and self-study sessions and, at the appropriate time, written examinations. To enhance training, the Training Manager may schedule briefings from outside agencies such as plans, security police, and intelligence. An important element of console training is hands-on experience. As such, prospective console controllers will be scheduled to perform console duties under the supervision of an experienced certified console controller. CAUTION: Do not disclose classified information until a trainee has the appropriate security clearance.

7.3.1.1. It is recommended that the Cmd Ctr/CP OIC and superintendent complete certification training in

Emergency Actions Procedures (EAP) NLT 120 days after arrival at the unit. This training provides a Cmd Ctr/CP manager a solid background in AFSOC Emergency Actions (EA) procedures, Mission Monitoring, and daily console operations.

7.3.2. Document certification of each controller on a locally developed Controller Certification Record.

7.3.3. To ensure trainees possess the knowledge and skills necessary to perform CP duties they must undergo precertification evaluations consisting, as a minimum, of the following:

7.3.3.1. A 50 question closed book multiple choice exam on EA (SORTS, if applicable), and an open-book, multiple choice exam on pertinent duties and responsibilities.

7.3.3.2. A scenario training examination (console evaluations).

7.3.3.3. An interview with the certifying official (wing/group CC), Cmd Ctr/CP OIC, Superintendent, and Training Manager.

7.3.4. The certifying official may establish additional certification requirements.

7.4. Refresher Training. Refresher training, a condensed version of certification training, is designed to speed the recertification of a controller who has been absent from duty for 60 days or more. It is also used to train newly assigned controllers with recent AFSOC C2 experience.

7.4.1. The length of absence or Cmd Ctr/CP experience primarily determines the extent of refresher training. However, other factors can serve to tailor the length of a refresher program. As a minimum, refresher training will include a briefing from the Cmd Ctr/CP OIC/Superintendent or Training Manager on all formal training when not recorded and CIF information covered while the controller was absent.

7.4.2. A console controller absent from duty for 60 days or more must be decertified and recertified before performing unsupervised shift duty. For an extended absence less than 60 days, the controller's supervisor or Training Manager should, as a minimum, brief any procedural changes or significant events that occurred during the absence.

7.4.3. Record refresher training in the applicable sections of the certification training outline. Document decertification and subsequent recertification on the affected controller's certification record. Keep the certification/refresher training outlines and certification documents on file for the duration of the controller's tour in the Cmd Ctr/CP.

7.5. Recurring Training. There are three basic types of recurring training: formal, self-study, and examination training.

7.5.1. Formal Training. The formal training meeting is a group-oriented session that addresses subjects such as Emergency Actions, QRC implementation procedures, and current interest items as determined by the Cmd Ctr/CP and the Training Manager. Controllers should be tasked to give presentations on C2 directives or selected topics. Additionally, members of outside agencies may be solicited to provide briefings on relevant subjects. All AFSOC CMD CTR controllers will attend the monthly training meeting, the only exceptions are if the controller is scheduled for a 12 hour night shift, between night shifts (8 or 12hr), or specifically excused by the Cmd Ctr OIC/Superintendent. All controllers must receive a minimum of 3 hours of formal training per quarter. Record all training meetings minutes on a locally

developed form and maintain in training binder. To keep the minutes unclassified, classified details discussed during the training meeting may be referenced to other locations where classified information is maintained. Refer to the example in Figure 7.1.

7.5.1.1. Controllers who do not attend a formal training meeting must make up this training within five days of their return to duty (next UTA for ARC members). The Cmd Ctr/CP Chief/Superintendent or Training Manager will brief all classified material (when not recorded) to absent controllers. The Cmd Ctr/CP Chief/Superintendent will make every effort to ensure no controller misses three consecutive training meetings.

7.5.1.2. Incorporate training meeting material that requires the immediate attention of absent controllers prior to performing duties into the CIF.

7.5.2. Self-Study. Each month, all certified controllers will study selected material as published in a letter signed by the Cmd Ctr/CP Chief/Superintendent. These study assignments are intended to provide controllers with a systematic review of pertinent C2 directives and information. Provide the letter to controllers NLT the fifth of each month and make provisions for controllers to signify completion of self-study requirements. Maintain the self-study letter IAW paragraph 7.10.3 of this regulation (see Figure 7.2. for a sample self-study letter). Controllers who will take leave for a substantial portion of a month should complete the self-study requirements prior to departure. Controllers absent more than 15 days will review the CIF and complete self-study/formal training conducted during their absence before assuming duty.

7.5.3. Examination Training. Examination training is the third and last category of recurring training and comes in two forms, written examinations and practical exercises/scenarios.

7.5.3.1. All controllers will receive a monthly examination on EA procedures. This written test will contain at least 20 questions and may be open or closed book as determined by the Training Manager. A minimum of six exams each calendar year will be closed book. The minimum passing score required to maintain standards on all written examinations is 90 percent. Retest all certified controllers receiving less than 90 percent on any written exam within five days. Controllers failing to maintain written examination standards on two consecutive tests will be evaluated by the Cmd Ctr/CP OIC and considered for decertification action. Critique all written examinations to 100 percent. Record scores and results on locally generated Record of Controller Recurring Testing (Figure 7.3.).

7.5.3.2. In addition to the written examinations mentioned above, certified console controllers will receive at least one practical exercise/scenario per quarter. This requirement includes AFRC/ANG members.

7.5.3.2.1. The Training Manager (or designated representative) will administer practical exercises/scenarios to all console controllers. These no-notice evaluations should consist of realistic scenarios that stress the unit's mission and local quick reaction procedures.

7.5.3.2.2. A higher headquarters evaluation or exercise can satisfy the quarterly practical exercises requirement if, in the opinion of the Cmd Ctr/CP OIC/Superintendent, or Training Manager sufficient training has been experienced. The decision will be made on a case-by-case basis.

7.5.3.2.3. Administer EA exercises to each EA-certified controller or controller team in order to assess and reinforce the skills required to process EA traffic. Like their practical exercise/scenarios counterparts, EA

exercises will be conducted on a no-notice basis.

7.6. Training Areas. The following subject areas are considered essential and will be addressed by the training outline described in paragraph 7.7: Console Operations, Mission Monitoring, EAP, Operational Reports, SORTS, GCCS, Security, and COMSEC. Other topics may be added as necessary to support local mission requirements.

7.6.1. Emergency Actions (EA) Training. CONUS based AFSOC EA controllers (ARFC/ANG included) will be trained in AFSOC EA procedures. Additionally, HQ AFSOC EA controllers will learn EAP-CSAF and USSOCOM EAP. Controllers at overseas locations will be trained and certified in the theater-prescribed EA system.

7.6.2. GCCS. For units possessing or having access to GCCS, as a minimum, train a primary and alternate command and control person in GCCS procedures.

7.7. Training Outline. Each AFSOC CP will develop and maintain a master training outline tailored to support the unit mission and ensure HQ AFSOC/DOOCP, Policy, Systems, and Stan Eval receives current copies of training outlines. Cmd Ctr/CP uses training outlines to record the progress of certification and refresher training. Training outlines should be organized as follows:

7.7.1. Developed IAW Job Performance Requirements List (JPRL) format. Divide the outline into logical blocks of instruction and identify which sections pertain to console training, and which apply to SORTS controllers. Some instructional blocks (e.g., "physical security" or "administrative procedures") may be appropriate for both console and SORTS controllers.

7.7.2. Provide spaces for documenting start dates, completion dates, and trainee/trainer initials next to the learning objectives within each block of instruction.

7.7.3. Provide source document study references for each learning objective.

7.8. Controller Certification. All AFSOC Cmd Ctr/CP controllers must be certified prior to performing unsupervised duty. In addition, certification must be maintained through successful completion of all recurring training requirements.

7.8.1. Task Certifiers must meet the following requirements:

7.8.1.1. Complete the AF training course.

7.8.1.2. Be appointed in writing by the unit commander or designated representative.

7.8.1.3. Be at least a SSgt with a 5-level or a civilian equivalent.

7.8.1.4. MAY NOT be the trainer on critical or core tasks or additional tasks identified by the MAJCOM Functional Manager on the MAJCOM Qualification Training Package (QTP).

7.8.1.5. Receive and maintain qualification as a task certifier.

7.8.1.6. Remain qualified in the tasks that you have trained airmen to perform.

7.8.2. Allow 90 days to train and certify a new controller. In most cases, 45 days should be sufficient for

refresher training for AFSOC controllers. (See para 10.8 for AFRC/ANG members.)

7.8.2.1. If the necessary Top Secret security clearance has not been received when the controller has effectively completed all training (except TS subjects), accomplish certification, but only assign duties commensurate with the individual's security clearance.

7.8.2.2. If a controller without a TS clearance is performing primary controller duties, ensure provisions are made for handling TS material/crypto. In addition, ensure all controllers are informed of the individual's actual security clearance.

7.8.3. Accomplish certification for the following:

7.8.3.1. Completion of certification training.

7.8.3.2. Completion of refresher training.

7.8.4. Certification Authority. The Wing Commander or designated representative is the certifying official for Operations Management Center (OMC) and Reports Management Center (RMC) controllers. The Cmd Ctr/CP Chief is the certifying official for all other areas. The Chief of Command and Control is the certification official for HQ AFSOC Cmd Ctr and RMC controllers.

7.8.4.1. If a controller fails to certify by the end of the projected training period (e.g., 90 days for a new controller), the OIC will document the following information in the individual's training folder:

7.8.4.2. Reason for delay.

7.8.4.3. Recommendation(s) regarding continuance of training or retention/non-retention of the individual in C2 duties, and justification for recommendation(s).

7.8.4.4. Estimated certification date (only if the individual is recommended for retention).

7.8.5. Certification/recertification documentation. To document controller certification, supply the following information:

7.8.5.1. The date of certification.

7.8.5.2. The individual's name, rank, social security number.

7.8.5.3. The statement: "Having completed all required training, _____ (Rank and Name), has been interviewed by me and found to be fully qualified to perform duties as an AFSOC C2 Console Controller." (See Figure 7.4.)

7.8.5.4. The certifying official will sign for each area in which the controller is being certified. Type in the specific certification area in which the controller is being certified, and the name, rank, and position of the certifying official.

7.9. Controller Decertification/Training Records. OICs will monitor controller proficiency in certified tasks, take immediate action to correct deficiencies, and identify controllers found unsuitable for C2 duty. If permanent decertification is warranted, coordinate with HQ AFSOC/DOOC before initiating

reassignment/retraining/discharge actions through the Military Personnel Flight.

7.9.1. Controllers can be decertified for several reasons, including extended periods of absence, failure to maintain established certification standards, security clearance withdrawal, or failure to meet minimum score on two consecutive written exams or practical exercises/scenarios. Decertification is the responsibility of the certification authority. A recommendation for decertification can come from any of the following:

7.9.1.1. Cmd Ctr/CP OIC/Superintendent or Training Manager.

7.9.1.2. HQ AFSOC/DOOC staff assistance team member.

7.9.1.3. AFSOC/IG inspectors.

7.9.2. All controller decertifications will be documented. When controller decertification is deemed necessary, draw a red line through the applicable certification record and enter a statement explaining why decertification was accomplished. EXAMPLE: "Decertified on 1 Jun 96, due to extended absence from C2 duty caused by hospitalization."

7.9.3. Controllers failing to maintain certification standards for Console Operations, Mission monitoring, EA, daily operations, or SORTS will be retrained in the area(s) of weakness, retested to a satisfactory level, and recertified as appropriate.

7.10. Controller Certification/Training Records. Maintain a record of controller certification and recurring training in a Controller Training and Certification Binder. Divide this binder into four primary sections:

7.10.1. Section I - Training Certification Records. Maintain current records of certification for each certified controller assigned (see Figure 7.4.).

7.10.2. Section II - Monthly Formal Training Records. This section will contain a copy of the formal training meeting minutes for 12 months (current plus past 11 months).

7.10.2.1. Document actual training accomplished and the total time spent on each subject area discussed (see Figure 7.1.).

7.10.2.2. For each controller absent from the formal training meeting, record the controller's name and reason for absence (e.g., leave, TDY, hospital) and completion dates of make-up training on the formal training meeting minutes.

7.10.3. Section III - Self-study Training. This section will contain the past 12 monthly self-study letters signed by the OIC (see Figure 7.2.).

7.10.4. Section IV - Record of Controller Recurring Evaluations. This section will contain a record for each month. List each assigned certified controller on the form, documenting the results of recurring tests and evaluations (written and practical).

7.10.5. Retain records in Section I for the duration of each controller's assignment. Dispose of records in Sections II through IV IAW AFMAN 37-139.

7.11. Annual Training Plan. This plan will be filed in the rear of Controller Training and Certification Binder. The Training Manager will develop an annual training plan to ensure a balanced coverage of training objectives over the course of a typical year. This plan should be detailed enough to provide guidance on monthly examination requirements, training meeting agendas, and self-study assignments. As the year progresses, update the training plan to reflect changes in C2 policy and procedures. Prior to the start of each calendar year, send a copy of the annual training plan to HQ AFSOC/DOOCP, Policy, Systems, and Stan Eval.

7.12. Additional Training Material. Each CP will establish procedures to ensure all enlisted controllers are provided the necessary materials to prepare themselves for promotion testing.

7.13. AMCC Coordinator Training. AMCC coordinators must be fully trained and qualified in the duties they perform. AFS upgrade training must be accomplished IAW AFI 36-2202 and respective Air Force Specialty (AFS) Career Field Education and Training Plan (CFETP). Though not required, units may establish a formal certification program for AMCC controllers.

7.13.1. CP OICs have executive responsibility for training programs. CP OICs will ensure AMCC coordinators are trained and qualified to meet mission requirements and initiate remedial training/retraining for coordinators who fail to maintain standards.

7.13.2. AMCC Training Manager. If an AMCC training program is established, the CP OIC must appoint a separate training manager to maintain and administer AMCC coordinator training. The AMCC Training Manager will:

7.13.2.1. Develop a qualification training plan and administer the unit training program IAW with this instruction and local directives.

7.13.2.2. Ensure AMCC personnel maintain all required maintenance proficiencies.

7.13.2.3. Document all training results IAW this regulation.

Figure 7.1. Record of Controller Formal Training.

AFSOC CMD CTR TRN MTG, 18 Feb 98	Time
Briefer: Maj Smith,	
- Who is authorized access to Suite 180W.	
- New OPSCOM equipment is installed. Demonstrated OPSCOM use.	.35
Briefer: SSgt Jones, 16 COMM Center	
The new procedures on transmitting and receiving messages through the Comm Center.	
- All immediate and above precedence messages will be printed out.	
- All classified messages will be printed out.	
- All other messages will be transferred to disk.	
- Messages must be picked up daily.	
- These procedures will be in effect until Jan 96.	.20
Briefer: TSgt James	
- Emergency Actions briefing and a 20 question EA test was given.	.20
Total:	1hr 15min
CONTROLLERS ABSENT:	Make Up date / Initials
SRA Brown/TDY	_____ / _____
TSGT Medeiros/Leave	_____ / _____
Maj Johnson/Reservist	_____ / _____

Figure 7.2. Monthly Self-Study Letter.

DATE:

MEMORANDUM FOR ALL CONTROLLERS

FROM: UNIT/Cmd Ctr/CP

SUBJECT: Controller Monthly Self-Study Letter

1. This is an official letter used to establish the self-study requirements and to document self-study completion. The Chief of the C2 facility will be responsible for publishing the monthly self-study letter.
2. This letter will be directive in nature and list specific self-study material for example:
 - a. EA Controllers:
 - (1) AFSOCI 10-202, Volume 1, Chapter 4.
 - (2) SOCOM Manual 525-2, Chapters 7 and 8 (S).
 - (3) AFI 31-101, Volume 1, Chapters 2 and 3.
 - b. Reports Controllers: AFI 10-201, Chapters 1 and 2.
3. This letter may also be used to notify controllers of the dates and agenda for the formal monthly training meeting and to task controllers to prepare briefings for the training meeting. Furthermore, the letter can be used to inform controllers of any required tasking for the month.
4. Controllers will signify completion of self-study by annotating their initials. This is usually done on the self-study letter itself, but any method may be used.

____ Maj Smith ____ MSgt Jones

____ TSgt Medeiros ____ SSgt Collert

____ TSgt Epperson ____ SSgt Shepherd

SIGNATURE OF CMD CTR/CP OIC , C2 FACILITY

Figure 7.3. Record of Controller Recurring Training.

RECORD OF CONTROLLER RECURRING TRAINING

MONTH: JAN 1997

CONTROLLER	PRACTICAL EVALUATION/ REMARKS PRACT EVAL IDENT/SCORE		WRITTEN EXAM TEST NUM/SCORE	
LT COL SMITH	3-97/SAT	4-97/SAT	1-97/100	2-97/100
MAJ JONES	3-97/SAT	4-97/SAT	1-97/100	2-97/100
CAPT WILSON	3-97/SAT	4-97/SAT	1-97/100	2-97/98
1LT MOORE	3-97/SAT	4-97/SAT	1-97/94	2-97/98
CAPT STONE	3-97/UNSAT 6-97/SAT	4-97/SAT	1-97/100	2-97/100
MSGT ANDREWS	3-97/SAT	4-97/SAT	1-97/100 5-97/100	2-97/100
SMSGT BASS		4-97/SAT	1-97/96	2-97/98
SSGT BROWN	3-97/SAT	4-97/SAT	1-97/98	2-97/100
SSGT HUNT	3-97/SAT	4-97/SAT	1-97/100	2-97/98
SRA THOMAS	3-97/SAT	4-97/SAT	1-97/100	2-97/100
AMN RIVERS	TDY			

1-97 = EA CLOSED BOOK

2-97 = COMSEC OPEN BOOK

3-97 = EA EXERCISE

4-97 = PRACTICAL EXERCISE

5-97 = SORTS OPEN BOOK EXAM

6-97 = EA EXERCISE RE-EVAL

7-97 = EA CLOSED BOOK TEST

Figure 7.4. Controller Certification/Decertification Entries.

DATE

Having completed all required training, Doe, Jack M., SSgt, SSN 001-01-1000, has been interviewed by me and found to be fully qualified to perform duties as an AFSOC C2 console controller.

KEVIN P. JONES, Col, USAF
Wing Commander

DATE

Having completed all required training, Doe, Jack M., SSgt, SSN 001-01-1000, has been interviewed by me and found to be fully qualified to perform duties as an AFSOC SORTS monitor.

KEVIN P. JONES, Col, USAF
Wing Commander

DATE

SSgt Jack Doe was decertified as console controller due to extended absence from console duties.

KEVIN P. JONES, Col, USAF
Wing Commander

Chapter 8

DISPLAYS

8.1. General. This chapter provides instructions for content, format, and use of visual displays in AFSOC command posts. (The standardization of facilities defined in this regulation will serve as a guide for ARC CPs only).

8.2. Responsibilities.

8.2.1. The CP OIC must ensure that visual displays within the CP satisfy the needs of the commander and staff. Other staff agencies may be tasked to maintain displays during exercises and contingencies.

8.2.2. When a unit has no requirement to keep a display as shown in this instruction, the CP OIC may delete the display. Except where noted, variations of the displays or additional charts are authorized to meet unit/mission needs.

8.2.3. Displays may be expanded to reflect local significant actions required to implement and emergency or contingency plan from time of alert to completion of the mission. This expansion provides the CAT information about starting times and completion times of required actions. All actions will be reported directly to the CP through maintenance monitor or unit control centers. Reported information must be posted in an accurate and timely manner.

8.2.4. When posted, displays containing classified information will be marked IAW AFI 31-401, DOD 5200.1R, AFI 10-1102, and AFSOC supplements.

8.2.5. The specific location, size, and type of displays in the CP will be determined to the CP OIC.

8.2.6. Examples of CP displays:

8.2.6.1. Key personnel status.

8.2.6.2. Daily flying schedule.

8.2.6.3. Alternate and Emergency airfields.

8.2.6.4. Weather display.

8.2.6.5. Airfield Diagram.

8.2.6.6. Navigation Aids Status.

8.2.6.7. Crash and Rescue chart.

8.2.6.8. LERTCON status.

8.2.6.9. Aircraft Status.

8.2.6.7. AMCC displays will be IAW AFSOCI 21-106.

8.3. Computer Generated Displays. Use of computer generated displays is at the unit commander's discretion. If computer generated displays are used the CP must have a back-up method in case of computer failure.

8.4. Command Post Organizational Chart:

8.4.1. Purpose. Displays the current CP organizational sections and functional areas. The commander, staff, inspectors, and visitors use the organizational chart as a reference for CP operations.

8.4.2. The unit will determine organizational chart format.

Chapter 9

REPORTS MANAGEMENT CENTER (RMC)

9.1. Purpose. This chapter explains the organization, manning, duties, and responsibilities of the CP RMC.

9.2. General. The RMC is the centralized agency for monitoring, processing, and disseminating operational reports. The RMC is not responsible for report data gathering, but should make every effort to obtain appropriate data for report submission. Information sent to the RMC for transmission must be timely, accurate, and in the proper format.

9.3. Organization and Manning. At wing level, the RMC will be a separate branch or section under the operations management center function and will normally consist of at least two controllers. AFI 10-201 requires the wing commander to appoint at least two wing SORTS managers from the command post to ensure uninterrupted reporting during both peacetime and crisis. The CP chief will determine the number of reports controllers required for the CP.

9.4. Duties and responsibilities: Reports will:

9.4.1. Establish a current list of OPRs (name, rank, telephone number, DEROS, and office symbol) for each applicable report required by AFI 10-201, AFMAN 10-206, AFSOC supplements, and sub-unified directives.

9.4.2. Establish written procedures for collecting, processing, and disseminating reports that are applicable to CP operations.

9.4.3. Establish written procedures to quality control operational reports prior to transmission.

9.4.4. Establish, conduct, and document training for all unit SORTS monitors, RMC personnel, and augmentees.

9.4.5. Supervise reports augmentees, if any, during periods of contingency operations, increased readiness, and exercises.

9.4.6. Develop checklists to ensure that OPRs have submitted all required reports within the prescribed time limits.

9.5. Reporting Responsibilities of other Staff Agencies: Other staff agencies will:

9.5.1. Establish a training program to ensure accurate, complete, and timely submission of all required reports.

9.5.2. Develop checklists to verify report accuracy before sending any report to the CP.

9.5.3. Recommend reporting augmentees, in writing, to assist command post RMC during periods of contingency.

9.6. AMCC. The AMCC will prepare aircraft condition projections for reporting SORTS information IAW AFI 10-201, and provide aircraft/equipment status/deviation information as requested by group/wing commanders.

Chapter 10

AFSOC-GAINED AIR RESERVE COMPONENT (ARC) C2 POLICIES AND RESPONSIBILITIES

10.1. General. This chapter describes the C2 responsibilities of AFSOC gained ARC units. The following guidelines and procedures are applicable to all ARC SOF units. Exceptions to AFSOC procedures are noted so ARC units may conduct realistic training programs and maintain a level of proficiency commensurate with their pre- and post-mobilization capabilities.

10.1.1. Air National Guard (ANG) and Air Force Reserve Command (AFRC) AFSOC-gained C2 facilities, as a part of the total Special Operations Forces C2 capability, are the primary source of augmentation forces in any emergency requiring rapid and substantial expansion of USAF SOF capability. It is essential these forces be staffed, trained, and equipped with the resources required to meet wartime tasking.

10.1.2. The mission of the ARC is to provide trained and qualified personnel for temporary active duty in the Air Force. Specifically, the ARC exists to:

10.1.2.1. Support wartime requirements.

10.1.2.2. Perform such peacetime missions that are compatible with ANG and AFRC training requirements and the maintenance of mobilization readiness.

10.1.2.3. Conduct training in support of total force capabilities.

10.2. Command Jurisdiction. Command jurisdiction of all non-mobilized units of the ANG is vested in the governor of the applicable state or commonwealth. Similar command jurisdiction for AFRC units is vested in the Commander, Air Force Reserve, who in turn, is responsible to the Chief of Staff, U.S. Air Force. When units or individuals are ordered to extended active duty, jurisdiction will be vested as follows:

10.2.1. Under a Presidential issued call-up, administrative jurisdiction will remain unchanged. Operational Control (OPCON) will be transferred to the gaining command.

10.2.2. Under mobilization authority, command jurisdiction will transfer to the commander of the gaining command.

10.3. OPCON. HQ AFSOC gains OPCON of ARC SOF forces called up or mobilized for contingency or wartime support. AFSOC passes OPCON of ARC SOF forces to the crisis or contingency supported Unified Commander, to the Task Force Commander at a location determined by the deployment order, or to the commander mutually agreed upon.

10.4. Support of ARC Aircraft.

10.4.1. ARC SOF aircraft operating on a SOF mission will be provided the same operations, intelligence, ground, and logistics support as active duty.

10.4.2. AFSOC CPs will submit movement messages on transient ARC aircraft at en route stations while operating on a SOF mission.

10.4.3. When ARC aircraft supporting AFSOC or operating an AFSOC mission number transit a station that does not have a SOF CP, the aircrew will pass the movement information to the AFSOC Command Center.

10.5. Functions of AFSOC-Gained ARC C2 Facilities. ARC CPs functions should parallel their active duty counterparts with regards to execution of the flying schedule, emergency actions implementation/dissemination, and operational reporting. When there is a conflict between ANG/AFRC and AFSOC directives, follow the ANG and AFRC procedures prior to mobilization. The following procedures will be complied with:

10.5.1. ARC CPs will maintain a separate OI (with checklists as required) detailing call-up/mobilization actions for their unit.

10.5.2. Use events logs (AF Form 1924 or computer generated log) for each period the ARC C2 facility is opened for duty (training periods, UTA, daily if an ART is on duty, etc.). Open and close a new log NLT the end of each day that the C2 facility is opened. The OIC/NCOIC will review the events logs at least monthly.

10.5.3. AFSOC gained ARC CPs will maintain all QRCs required by this regulation. If, in the C2 facility OIC's opinion, the required QRCs are not applicable to their unit, the OIC must request a waiver for exemption through ARC C2 channels to HQ AFSOC/DOOC.

10.5.4. Unit commanders will determine the hours of operation for an ARC C2 facility according to mission and manpower.

10.5.5. Each ARC CP will maintain publications required to perform C2 duties and will have immediate access to a functional publications library.

10.5.6. ARC CPs are not required to submit an AFSOC C2 Manning Report.

10.5.7. Controller Information File (CIF) items may be maintained for up to one year but will be removed after that period. OICs of C2 facilities will establish procedures for periodic CIF screening (at least monthly) to ensure items maintained in the CIF are current or have been removed when required.

10.5.8. Standardized Forms:

10.5.8.1. ARC CPs will use GDSS/C2IPS when available. All GDSS/C2IPS inputs will be IAW AFSOCI 10-202, Volume 3.

10.5.8.2. ANG CPs may use a locally developed Flight Following Folder, to monitor/flight-follow ANG and active duty SOF aircraft departing or arriving their station when GDSS/C2IPS is unavailable.

10.5.8.3. AFRC CPs may use AFRC Form 33 to monitor/flight follow AFRC and active duty SOF aircraft departing or arriving their station when GDSS/C2IPS is unavailable.

10.6. ARC Communications Requirements.

10.6.1. The following minimum peacetime communications requirements are suggested for operations, but

are required after mobilization:

10.6.1.1. Access to secure telecommunications. A dedicated communications center is not required if secure teletype can be provided by local base communications services.

10.6.1.2. Three base telephone lines.

10.6.1.3. Access to DSN circuits (requirement can be satisfied through common user DSN service) that can be upgraded to immediate precedence upon mobilization.

10.6.1.4. UHF air/ground radio to permit direct contact with aircraft (secure capability preferred).

10.6.1.5. Land Mobile Radio (LMR) System. The C2 LMR system does not need a dedicated C2 frequency. Depending on station workload and saturation of assigned frequencies, the C2 LMR system can be part of a larger, base-wide net.

10.6.1.6. Local intercom (hot lines) to weather, crew scheduling, maintenance control, the commander, assigned flying squadrons, base operations, and other supporting agencies as necessary (requirements may be satisfied through direct telephone lines or normal base telephone service).

10.6.2. Process requests for communications service through normal ANG/AFRC command channels.

10.7. ARC C2 Facilities. The standardization of facilities defined in this regulation will serve as a guide only for ARC CPs. Display boards may be combined consistent with the unit's mission.

10.8. ARC Controller Training. Train ARC CP controllers IAW AFI 10-207 and Chapter 7 of this instruction. ARC training will be modified by the procedures below.

10.8.1. Controller Certification Training:

10.8.1.1. Controller certification will be accomplished within one year of assignment to an ARC CP. For assigned personnel who have not completed basic military training, the year will start after basic training is completed.

10.8.1.2. Complete refresher training within six months of a controller being assigned a training start date.

10.8.2. Recurring Training. Hold formal training sessions once each UTA and, as a minimum, provide three hours of formalized training each quarter (see paragraph 7.5.1.).

10.8.3. Remedial Training. Controllers placed into remedial training due to decertification have three months to recertify. If certification is not completed within this time, the OIC will complete a written evaluation of the controller.

10.8.4. Decertification. The OIC/Superintendent of the ARC CP will initiate decertification actions for the following reasons:

10.8.4.1. Failure to maintain standards outlined in this and other pertinent publications.

10.8.4.2. Failure to maintain standards established by the certifying authority.

10.8.4.3. Discontinuance of specific duties requiring certification, or extended absence in excess of 60 calendar days or longer at the discretion of the certifying official and upon recommendation of the OIC/Superintendent.

10.9. Military Personnel Appropriation (MPA) Man-Days. MPA man-days are authorized to support short-term needs of the active force by providing members of the ARC brief tours of active duty. These tours are for the convenience of the government and are used only when there is a temporary need for personnel, unique skills, or resources that cannot be economically met from active force resources. MPA man-days are authorized for AFRC and ANG units for exercises, operational training, unit conversions, and mission support requirements that tasked active force units cannot meet from within their resources. The MPA man-day program is not designed to alleviate personnel shortages due to leaves, TDYs, or PCS assignments. AFI 36-2619 is the prescribing regulation.

10.9.1. Responsibilities:

10.9.1.1. HQ AFSOC/CCR is the command OPR for MPA man-days and is the final approving authority for MPA requests. HQ AFSOC/DOOC is the POC that validates and prioritizes man-day requests in support of fixed and deployed C2 agencies. In this capacity, HQ AFSOC/DOOC accounts for all man-days allotted for C2 agencies and receives, processes, and coordinates each MPA man-day request (see Figure 10.1.) from AFSOC CPs through various AFSOC headquarters agencies until the final approval/disapproval is transmitted. Procedures prescribed herein are applicable only to C2 agencies. Offices from other functional areas should contact their command functional manager for assistance.

10.9.1.2. ARC Unit CPs:

10.9.1.2.1. Maintain a copy of AFI 36-2619, Military Personnel Appropriate Man-Day Management and Accounting System, in the publications library.

10.9.1.2.2. Active Duty Units. Once it has been determined that augmentation is required, submit requests to HQ AFSOC/DOOC.

10.9.2. MPA Guidance for Using Man-Days. Use the following guidance when determining man-day tours (detailed guidance in AFI 36-2619).

10.9.2.1. The active duty unit being supported pays travel and per diem. MPA man-day funds cover only the duty pay of the supporting AFRC/ANG members. HQ AFSOC does not fund travel or per diem for the active duty unit being supported. EXCEPTION: Augmentation in support of JCS exercises is normally paid by JCS. Funding information is normally contained in the appropriate frag order.

10.9.2.2. Travel days must be included in MPA tour totals.

10.9.2.3. AFRC/ANG members on MPA man-day tours accrue 2.5 days of leave per month as do their active duty counterparts. Requesting units should normally limit total tour length for each individual to less than 30 days.

Figure 10.1. Augmentation Request.

FROM: (APPROPRIATE AFSOC UNIT)

TO: HQ AFSOC HURLBURT FLD FL//DOOC//

INFO: HQ AFSOC HURLBURT FLD FL//CCR/DOO//

(UNIT BEING SUPPORTED)

(UNIT PROVIDING SUPPORT)

(Headquarters of Unit Providing Support)

CLASSIFICATION OF MESSAGE (AS APPROPRIATE)

MSGID/RI/ORIGINATOR/DDHHMMZ/MONTH//

REQDATF/DATDES:YYMMDDHHMMZ/LTIOV:YYMMDDHHMMZ/-//

RMKS/1. REQUEST MPA MAN-DAYS FOR THE FOLLOWING INDIVIDUAL(S):

A. NAME, RANK, SSAN OF INDIVIDUAL(S) REQUESTED: (Self explanatory)

B. LENGTH OF TOUR: (Not to exceed 90 days, unless in support of a contingency or exercise)

C. DUTY LOCATION: (Include unit and location)

D. DUTY DATES: (Give specific dates member is needed to work to include reporting time for work.
DO NOT provide blanket request. Be specific (i.e. 1-4 Sep 97), and include any travel days needed.)

E. TRAVEL FUND CITE: (Your unit fund cite for travel and per diem. Ensure it is coordinated through the unit Resource Advisor.)

F. CURRENT UNIT OF ASSIGNMENT: (Self explanatory)

2. STATEMENT OF JUSTIFICATION: (This should be based on convenience to the government and the needs of the Air Force. Provide specifics as to what the Reservist is needed for and the duties they will be performing, to include the impact to the mission if the request is disapproved. Indicate if the member is supporting a real world operation or active duty shortfall. If so, state whether the member will deploy or provide backfill.)

3. POC: (Provide a POC and phone number from the requesting unit.)

Note: All requests must arrive at AFSOC/CCR 14 days prior to reservist start date. Additionally, all requests that originate at the squadron, group, or wing level must be coordinated with the appropriated MAJCOM functional manager for approval prior to submission to AFSOC/CCRA. This request must be signed by the unit commander (or equivalent) and endorsed by the functional manager.

Chapter 11

AFSOC C2 QUALITY ASSESSMENTS (QAs) AND STAFF ASSISTANCE VISITS (SAVs)

11.1 Purpose. This chapter explains the HQ AFSOC C2 SAV program.

11.2. General. AFSOC C2 QAs are AFSOC/DOOC funded visits. AFSOC C2 QAs are conducted upon direction of the Chief, AFSOC Air Ops Flt (HQ AFSOC/DOOC). AFSOC C2 SAVs are accomplished when requested by a subordinate unit.

11.3. Quality Assessment. QAs will be scheduled every two years for each AFSOC CP/COMREP. AFSOC/DOOCP will send a message to the effective CP/COMREP six months prior to a QA visit. CP/COMREP will advise AFSOC/DOOCP of unit activities that may conflict with a scheduled visit. AFSOC/DOOCP will provide the target/effected unit with a message confirming arrival/departure dates, team composition, and inbrief/outbrief availability. QA Team will inbrief with hosting CP management personnel as soon as practical after arrival. Observations/findings may be discussed at any time during the QA.

11.3.1. QA Purpose. The purpose of the QA visit is to provide guidance/assistance, ensure compliance with baseline standards, solicit feedback and suggestions on how to improve AFSOC C2 guidance, integrate CP/COMREP requirements with AFSOC C2 policy and procedures.

11.3.2. Minimum Areas Reviewed:

11.3.2.1. Emergency Actions. Checklists will be reviewed with emphasis on accuracy, format, content, and timeliness.

11.3.2.2. Daily Operations. Emphasis will be placed on security procedures, QRCs, OIs, Flight Following, logs, and CIF

11.3.2.3. Operational Reports. Primary focus will be on the submission procedures, content, and guidance in the reporting guidelines.

11.3.2.4. Reports. All readiness and Status of Reports Training System areas.

11.3.2.5. Training. Review of certification, refresher, and recurring training procedures and guidelines. Including all areas covered in Chapter 7.

11.3.2.5.1. During the visit, the QA team will monitor the administering of one or more proficiency examinations/evaluations by the training manager. The CP will have the option to determine which controller team will be evaluated.

11.3.2.6. Management. Review of management policy and procedures, compliance with directives, general CP appearance, and overall CP effectiveness.

11.3.3. QA findings. Crossfeed from QA visits effecting other AFSOC units will be published in the AFSOC C2 Quarterly Newsletter.

11.4. Staff Assistance Visits (SAVs). SAVs are unit funded visits to help units identify and correct

potential problem areas with their CP. SAVs are normally conducted on a yearly basis and should not exceed 18 months between visits.

11.4.1. Submit C2 SAV requests by message or letter to HQ AFSOC/DOOCP. Include any specific areas of interest (EA, SORTS, mission execution, etc.,) and date/time frame desired.

11.4.2. AFSOC C2 SAV teams will provide assistance and make recommendations regarding AFSOC CP operations, training, reporting procedures, facilities, and equipment.

11.5. QA/SAVs inbrief/outbriefs. The QA/SAV team (if applicable) will conduct a formal inbrief/outbrief with CP management and the wing commander. During the inbrief the SAV team will complete introductions, identify team expertise, review any known problem areas, and discuss any hosting CP issues. Upon completion of the SAV, the team chief will conduct an outbrief with CP management personnel and wing commander if applicable. During the outbrief, the findings and observations will be identified, solutions discussed, and a draft summary of SAV report will be provided to the CP Chief. Observations/findings may be discussed at any time during the SAV.

11.6. Team Composition. AFSOC C2 QA/SAV members are HQ AFSOC EA, SORTS, training, and management personnel. The Supt, Policy, Systems and Stan Eval (AFSOC/DOOCP) will normally be the QA/SAV Team Chief. If not, the senior ranking team member will act as team chief.

11.7. QA/SAV Reports. Upon returning to HQ AFSOC, the QA/SAV Team Chief will review results of the visit with the Chief, AFSOC Command and Control Division (AFSOC/DOOC) and prepare a trip report NLT five duty days after return to home station. The QA team will brief the CP management on areas of concerns on all areas evaluated. The QA team will take back issues of concern that require further study and resolution. The final QA trip report will be forwarded to the visited CP management. A final SAV trip report, with AFSOC/DOOC approval, will be forwarded to HQ AFSOC/DO with information copies mailed/telefaxed to visited unit and any intermediate headquarters.

11.8. HQ AFSOC Responsibilities. HQ AFSOC/DOOCP will maintain a file of discrepancies extracted from inspection, QA, and SAVs reports for the preceding 12 months. The Supt, Policy, Systems, and Stan Eval will review inspection reports for discrepancies and recommend corrective actions.

Chapter 12

SECURITY

12.1. General. Physical security of the CP is of paramount concern. If security is compromised, the mission may also be compromised. Every effort will be made to secure the CP and associated facilities to ensure uninterrupted operational capability. This chapter provides policy, responsibilities, and guidance concerning various security requirements applicable to most AFSOC CPs. It is not the intent of this chapter to provide all-inclusive guidance covering every possible aspect of security within CPs. Reference is made to several publications which controllers must become familiar with to effectively perform required tasks. If conflicting guidance exists between this chapter and any Air Force or JCS publication, program, or document, the latter will take precedence (more stringent guidance does not equate to conflicting guidance). If a conflict does exist, HQ AFSOC/DOOCP will be notified. References:

12.1.1. DOD 5200.1-R/AFI 31-401, Information Security Program.

12.1.2. AFSSM 4003, (C) Emergency Destruction of COMSEC Equipment Elements.

12.1.3. AFSSI 4100, (C) COMSEC Program

12.1.4. AFI 31-209, The Air Force Resources Protection Program.

12.1.5. AFI 31-101, The Physical Security Program.

12.1.6. AFI 33-211 COMSEC User's Requirements.

12.2. Security Clearances. All personnel permanently assigned to the CP will have a Top Secret (TS)/interim TS clearance. Due to the length of time required to process TS clearances, an interim TS clearance will be initially required on each newly assigned individual who does not possess a final TS clearance. Possession of an AF Form 1199, USAF Restricted Area Badge, in no way implies a TS security clearance. Controllers must ensure there is no access to classified information based solely on possession of a restricted area badge (RAB). If a base or unit authorizes unescorted CP access to individuals who do not possess a TS clearance, a means of determining individual security clearances must be immediately available. An Alpha roster indicating full names, SSNs, type of security clearance will fill this requirement. The CP OIC will critically evaluate each request for unescorted access to the CP to minimize the number of RABs issued.

12.3. Physical Security. The CP will be either a controlled or restricted area. The commander ensures procedures to control entry to the CP are according to governing security directives and instructions to include either AFI 31-101, The Physical Security Program (for restricted areas); or AFI 31-209, Air Force Resource Protection Program (for controlled areas). Entry into the CP will be controlled through a single entry control point.

12.3.1. The overall security level of a CP will normally be Top Secret (TS) due to TS equipment, COMSEC documents, or material stored and discussed. However, because the AMCC and SRC should also be located with the CP facility, TS activities and equipment must be physically separated to prohibit the unauthorized release of TS information and materials. This will make the overall security level of the CP SECRET while specific CP areas remain TS areas. Ensure all personnel granted unescorted access to the CP possess the appropriate security clearance, need-to-know, and require frequent access to perform

their official duties. The CP OIC or superintendent must authorize individuals unescorted entry into the CP before a USAF Restricted Area Badge can be issued.

12.3.2. During periods when the CP is configured at a security level less than TS, procedures must be established to permit immediate return to the higher security level. Normally, the physical separation of the functional areas and the use of cipher locks will preclude unauthorized disclosure of classified information without negatively impacting mission accomplishment.

12.3.3. Individuals with less than a TS clearance must be escorted while in the TS areas of the CP.

12.3.4. Individuals granted escort authority must be assigned to the CP or AMCC. They must possess the appropriate security clearance, be knowledgeable of all CP entry control procedures, and comply with all escort requirements.

12.3.5. Personnel who have not been granted unescorted authority and require CP access must have a valid reason for entry and they will be escorted while in the CP. Specific restricted area entry, control and escort procedures are listed in AFI 31-101.

12.3.6. CPs which use, process or store SCI material must be designated a SCIF IAW USAFINTEL 201-1 and fall under the security cognizance of the Special Security Office (SSO).

12.3.7. In a CP designated as a priority B or C facility, or a controlled area facility, CP duty controllers will perform entry control, and weapons will not be required. Entry control may be monitored by any controller or coordinator completely trained in entry control procedures and assigned duties in the CP or by security force personnel.

12.3.8. Entry Control Concerns. Written procedures will be established to control access to the CP and supporting facilities during both normal and high density operations.

12.3.8.1. During normal operations, the on-duty controllers using the single badge technique will control entry to the CP.

12.3.8.2. Entry controllers will verify identities of entrants by personal recognition, checking badges against authenticated entry authority lists, or checking badges against a personal identification credential such as DD Form 2, US Armed Forces Identification Card. In all cases, the provisions listed in applicable security instructions will apply. All other personnel must be escorted while in the facility.

12.3.8.3. Only personnel possessing a RAB with the appropriate area open, as well as a valid need to enter, will be granted unescorted entry to the CP.

12.3.8.4. Individuals not possessing a RAB and needing entry to the CP require an escort. Personnel designated as "Escort Officials" will have the letter "E" next to the area on their RAB.

12.3.9. During contingency or high density operations, a security force member may control entry to the CP (and associated support facilities). When this is the case, the following procedures will be followed:

12.3.9.1. The on-duty controllers will brief the security force member on restricted area entry procedures and responsibilities and provide a copy of the master C2 facility Entry Authority List (EAL), if required, to the security force member. If a guard is posted at any other supporting facility, an EAL for that area must

also be provided.

12.3.9.2. The security force member will confirm the need to enter and allow unescorted entry only to those personnel possessing a properly coded RAB. The security force member must follow applicable security procedures to verify an individual's identity and authorization to enter the CP. Only personnel possessing a RAB with the appropriate area open, as well as a valid need to enter, will be granted unescorted entry to the CP.

12.3.9.3. Individuals not possessing a RAB and needing entry to the CP require an escort. The security force member will notify controllers for escort into the area.

12.3.9.4. No one will admit any person without the approval of the security force controller.

12.3.10. Weapons will not be issued to or carried by CP personnel unless the facility is a priority "A" resource (or has been upgraded to that status under special conditions). The local installation commander has the authority to take necessary actions to protect the installation. Therefore, the commander may authorize temporary arming of CP personnel.

12.3.11. Each Installation Security Council (ISC) will determine whether or not AF Forms 1109, Visitor Register, will be used to record visitor entry/exit at CPs.

12.3.12. Each ISC will determine the need to maintain EALs for use as additional identification to support single badge entry techniques.

12.3.13. A security police representative must authenticate all EALs. The CP OIC/Superintendent will then validate the EAL to be used for the CP and associated areas. Pen and ink deletions to EALs are authorized without requiring the completion of a new EAL. Additions to EALs must be either authenticated and validated separately or an entirely new EAL must be completed.

12.3.14. The CP OIC or superintendent will verify HQ AFSOC/IG EALs for authenticity by contacting the AFSOC Command Center prior to validation. The AFSOC CMD CTR will verify AFSOC IG members based on the ASCAS roster and the letter submitted by the IG office.

12.4. Facility Concerns.

12.4.1. Cipher locks are authorized for use in CPs during normal operations. Only personnel who are authorized unescorted access and required to perform official duties on a daily basis in the CP will be granted the combination to the lock. The combination will be changed at least every six months or whenever someone possessing the combination leaves the unit. Change combination immediately if compromised.

12.4.2. A Remote Release Electronic Lock. This system provides increased security and strict entry control. Electronic locking systems are ideal for CP security requirements. The risk of compromise associated with combinations is eliminated. Entry is controlled exclusively by the on-duty controllers. Once entry authorization is determined, the on-duty controllers activate a switch in the console area to release the door lock.

12.4.3. Controllers must have a means of visually identifying personnel prior to granting access to the CP. The following options can accommodate this requirement:

12.4.3.1. Closed-circuit television (CCTV) monitors installed at the CP entrance. The coverage provided should include the entire area immediately outside the CP entrance door.

12.4.3.2. One-way glass installed in the CP entry door. A screen or other covering should be attached to preclude personnel gaining access by breaking the glass.

12.4.4. Procedures must be established to ensure personnel visually check the area outside the CP entry door prior to exiting the area. If an entrapment area is present, departing personnel will ensure the area is clear prior to opening the entry door.

12.4.5. A duress alarm system will be installed in each CP, terminating at the Security Forces desk. The system must allow for immediate notification and response. Procedures will be established to allow for a response by security forces without arousing an intruder's suspicion. This system will be tested at least monthly to ensure operability and the results logged on the AF Form 1924 or locally generated events log.

12.5. Information Security. The amount of classified information generated in and passing through CPs necessitate additional security requirements. Classified documents will be stored and protected IAW DOD 5200.1-R, AFI 10-1101 and AFI 31-401, AFI 10-1102, AFSOC supplements, and other applicable instructions. The following areas require close scrutiny:

12.5.1. Cryptographic/Communication Security (COMSEC). The CP will maintain cryptographic/COMSEC material applicable to their unit and determined by mission requirement. The CP will not be used as a permanent COMSEC storage facility for material not required for CP use. The CP may be used as a temporary overflow storage facility for short periods (i.e. overnight) when the primary storage facility is closed.

12.5.1.1. The COMSEC Responsible Officer (CRO) will establish a recurring training program to ensure that all personnel who handle COMSEC material are properly trained and maintain proficiency.

12.5.1.2. All COMSEC material stored in open safes will be inventoried once each shift. The oncoming controller team will accomplish this prior to assuming responsibility for the shift. Inventories will be accomplished on AFCOMSEC Form 16 and retained for six months. COMSEC material maintained in locked containers need only be inventoried when container is opened. However, the locked container itself must be inventoried each shift. All COMSEC material authorized for local destruction must be destroyed and witnessed by two appropriately cleared individuals, designated in writing, and possessing a security clearance equal to the highest classification of the material being destroyed. All COMSEC destruction must be properly documented and CPs must develop a plan for protecting, removing, or destroying COMSEC material during emergency situations.

12.5.2. Two Person Integrity (TPI). All CPs maintaining material subject to TPI rules (TS keying material) will establish written procedures outlining duties and responsibilities associated with the transportation, issue, storage, use, inventory, and destruction of TPI material. Procedures will ensure that no one individual can possibly gain undetected access to TPI material. The following policies apply to TPI material maintained in AFSOC CPs:

12.5.2.1. CPs maintaining material subject to TPI rules will store the material in an approved two-lock safe with no one individual having access to both combinations. Divide all personnel authorized access to TPI material into two teams. This list will specify which individuals are authorized access to which

combination. These teams will be designated as "A" and "B" teams.

12.5.2.2. TPI material will be inventoried each time the TPI container is opened. Team members will jointly conduct the inventory. A separate SF 702, Security Container Check Sheet, will be maintained for each lock. Combinations will be changed when compromised or when an individual having knowledge of the combination departs or no longer has a need-to-know. As a minimum change combination every six months.

12.5.3. Destruction of Classified Material. The following guidance is applicable to destruction of classified material (other than COMSEC) in C2 facilities:

12.5.3.1. TS material must be destroyed and witnessed by two appropriately cleared individuals possessing a TS security clearance. AF Form 145, Record of Destruction, will be completed and maintained for two years.

12.5.3.2. Records of destruction of Secret and Confidential information are not required except for NATO Secret and some limited categories of specially controlled secret information. When records of destruction are used for secret information, only one cleared person has to sign such records. (DOD Directive 5100.55 provides guidance on destruction of NATO classified.)

12.5.4. Area Security Checks. A check of the CP must be completed prior to assuming shift. This check will be incorporated into the shift changeover checklist to ensure all COMSEC material is properly stored and safeguarded and will be recorded on the events log.

12.5.5. Communications Vulnerabilities Associated with CPs. Improper communication practices within CPs create very serious vulnerabilities associated with mission accomplishment. The following guidance applies to CPs:

12.5.5.1. Intrabase radios (IBR) should be treated with caution within the CP. Radios have the ability to pick up and rebroadcast ADP emanations when used. Transmissions should be kept to an absolute minimum. Once the radios are in the area, all personnel must be informed. Care must be taken during classified discussions to avoid broadcasting classified information picked up as background noise.

12.5.5.2. Land/Mobile Radios (LMRs). LMRs will be turned off, the battery disconnected, and stored in the storage area. Only emergency response personnel (fire dept, security police, etc.) may bring radios into the CP when responding to an emergency. A unit commander may allow LMRs in the CP with the battery connected under the following conditions:

12.5.5.2.1. LMRs are not permitted in the emergency actions and GCCS terminal areas.

12.5.5.2.2. The commander conducts a thorough risk analysis considering, as a minimum, TEMPEST, COMSEC, and OPSEC factors.

12.5.5.2.3. The commander bases the decision to allow the LMRs in the CP on the risk analysis, local threat, operational limitations, and other factors such as potential power or communications outages that could significantly impact wartime or contingency operations.

12.5.5.2.4. The commander designates specific CAT personnel authorization to bring an LMR into the CP. Other personnel transiting the facility are not authorized to bring LMRs into the CP with the exception

of the personnel listed in 12.5.5.2.

12.5.5.2.5. Security measures for safekeeping and storing LMRs will be implemented to prohibit tampering. Each CP will establish procedures for taking LMRs into the CP. These procedures must be coordinated with applicable CAT, communications, COMSEC, TEMPEST, OPSEC, and security force personnel. Precautions must be taken to prevent inadvertent compromise of classified information and OPSEC violations.

12.5.3. Portable radio transceivers (LMRs) are authorized for use in the CP during communications outages or when relocated to an alternate facility.

12.5.4. Government-owned, receive-only pagers may be brought into the CP without restriction. However, non-government owned devices must be turned off prior to entering the CP. Pagers are not allowed in any GCCS areas.

12.5.5. Cellular Phones. Cellular phones will not be used within the confines of the Cmd Ctr/CP unless they are being used under communications outage conditions. Cellular phones will be turned off while they are in the Cmd Ctr/CP, and should be placed in a temporary storage area similar to LMR's.

12.5.6. The Secure Telephone Unit (STU-III) can present security risks since the unit could be keyed at the TS level. CPs must ensure appropriate measures are taken to preclude unauthorized release of TS information based solely on use of the unit. Controllers must verify the security clearance of any individual requesting use of the unit prior to granting authorization. If the requester does not possess the appropriate clearance for the STU-III key, the called party must be so informed.

12.5.7. Administrative Security. Strict administrative security must be practiced at all times. All CP personnel must be aware of administrative security requirements and take action to correct any deficiencies. Unit assessments are ideal tools for ensuring administrative security requirements are met. AFI 31-401 contains provisional guidance relating to administrative security. The following general rules apply to most types of classified documents/material maintained in or generated from C2 facilities:

12.5.7.1. Mark all classified! (Top, bottom, front, back, paragraphs, titles, declass instructions, etc.)

12.5.7.2. If a sentence is classified, the entire paragraph is classified. If a paragraph is classified, the entire page is classified. If a page is classified, the entire document is classified.

12.5.7.3. If classified documents are maintained with unclassified documents, all documents must be appropriately marked (including the unclassified documents).

12.5.7.4. Classified documents will not be stored openly in CPs unless designated in writing by security forces office as "cleared for open storage," or the documents are in constant view of on-duty controllers.

12.5.8. OPSEC initial and refresher training will be conducted and documented IAW AFI 10-1101, Operations Security (OPSEC) Program, and AFSOC instructions.

Chapter 13

CRISIS ACTION TEAM (CAT)

13.1. General Information. This chapter should be used as a guideline to establish local CAT procedures.

13.1.1. This chapter has two purposes:

13.1.1.1. Provide the AFSOC subordinate commanders and command post with guidelines on establishing a single focal point for expediting command and staff actions to direct AFSOC forces.

13.1.1.2. Establish a single staff activity to provide the required reporting information to the units and other tasking agencies.

13.1.2. The CAT acts as the unit commander's executive agent. The CAT is the primary command and staff element. Instructions issued by the commander/CAT-Director (CAT-D) through the CAT are directive in nature on all assigned and attached forces.

13.2. References. AFPAM 10-709, Vol I, AFI 10-207, AFI 31-401, AFI 32-4001, AFI 33-113, AFMAN 37-126, AFSOCI 10-202 Vol 2 (S), AFSOC HOI 10-2 and AFSOC HOI 32-1.

13.3. Concept. The CAT provides AFSOC units the means to respond quickly and effectively to a variety of wartime, contingency, and disaster related situations. After activation, the CAT assumes staff and oversight responsibilities until conditions permit a return to normal operations. The CAT also serves as the primary means for passing Alert Condition (LERTCON) and Hurricane Condition (HURCON) changes to the headquarters staff and subordinate units as applicable.

13.4. Policy. The CAT's authority and responsibilities are normally restricted to the specific situation for which it is activated. The CAT manages resources to satisfy tasking requirements and collects reporting data tasked by outside agencies. Circumstances influencing the use of the CAT include, but are not limited to OPLAN implementation, LERTCON changes, disaster response situations, time-sensitive high-priority missions, and force deployments in support of higher headquarters tasking.

13.4.1. The Commander is responsible for operation of the CAT. The commander will designate another individual to perform CAT-D duties during his absence. Officers designated for CAT-D duty will attend the USAF Special Operations School's Crisis Response Management Course. If possible, these individuals will attend the course prior to performing as CAT-D.

13.4.2. Staff agency chiefs will support the CAT by appointing functional managers for each of the CAT positions identified. Agency chiefs tasked to fill designated CAT positions (primary or secondary) will maintain a pool of trained and qualified personnel sufficient to meet the tasking.

13.4.3. CAT functional managers will ensure personnel are trained and proficient in their CAT duties before serving as representatives to the CAT.

13.4.4. Each Staff agency's CAT functional manager should maintain a CAT guidebook for use by that agency's CAT representatives. The guidebook will contain all information required to function effectively in that CAT position. Each functional manager should review and update their respective guidebook every six months. Additionally, CAT guidebooks must have specific sections for Readiness Actions Procedures

(RAP), and disaster response actions. These agency-specific checklists should parallel and expand upon HQ AFSOC RAP tables found in AFSOCI 10-202 Vol 2 (S) and disaster actions outlined in local OPLANs and directives.

13.4.5. Normally, a door guard is not needed outside the CAT room if the CAT is located in a secure area. Certain situations (e.g., relocation of the CAT to an alternate nonsecure facility) may dictate guards are posted outside the facility or room where the CAT is assembled.

13.5. Primary and Special Crisis Action Teams. Normally when the CAT is formed, the commander/CAT-D will call the primary CAT into session. However, to address small-scale problems or to execute certain close-hold activities, the commander/CAT-D may assemble a special CAT of select individuals. Unless specifically directed otherwise by the commander/CAT-D, the procedures contained in this instruction apply to special CATs as well as formal CAT activations.

13.6. Authority to Assemble or Activate the Crisis Action Team.

13.6.1. The Commander, Vice Commander or the designated CAT-D, may direct assembly of the entire CAT, or any portion thereof, at any time without officially activating it.

13.6.2. Official CAT activation is initiated:

13.6.2.1. When directed by a higher headquarters.

13.6.2.2. When directed by the Commander or Vice Commander.

13.6.2.3. Automatically upon receipt of an emergency actions message (EAM) indicating a change in LERTCON.

13.6.2.4. When directed by the designated CAT-D.

13.6.2.5. When necessitated by rapid or urgent developments or exercises.

13.6.2.6. For IG inspections (e.g., ORI).

13.7. Security.

13.7.1. Military and civilian representatives to the CAT must possess a SECRET clearance. CAT representatives who need direct access to the GCCS must also have a SECRET clearance. CAT representatives that require access to the Top Secret Support System (TS3) must possess a TOP SECRET clearance.

13.7.2. Security considerations for voice notification procedures included in this instruction are intended to reduce the visibility of recalls and LERTCON changes (actual or exercise) on the surrounding community. These procedures are also intended to deny to unauthorized persons, civilian or military, classified and sensitive unclassified information.

13.7.3. AFSOCI 10-202 Vol 2 (S), classifies instructions and checklists that support readiness condition changes no lower than CONFIDENTIAL. This is required even if agency or office checklists contain only internal responses to changes in readiness and do not reference classified LERTCON codes (actual or

exercise). Also, include classification and declassification instructions per AFI 31-401.

13.7.4. The CAT functions as a staff office and, as such, is responsible for control of classified materials. All classified documents for the CAT, except TOP SECRET (TS), are received and dispatched through the CAT. A unit Command Post Top Secret Control Officer (TSCO) or alternate must receive, enter in the command post TS register, control, and dispatch all TOP SECRET documents. All CAT members are individually and collectively responsible for security of classified material used in the CAT.

13.7.5. OPSEC and COMSEC. The CAT is also the focal point of operations and communications security. CAT members must restrict their voice communications on non-secure circuits to mission essential unclassified information. Do not attempt to talk around classified information. Use Red Phones and STU-IIIs to the maximum extent possible. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions.

13.7.5.1. DO NOT use non-secure telephones when classified briefings or discussions are in progress. Terminate the classified discussion or briefing until the phone conversation ends.

13.7.5.2. Turn off all cellular phones, pagers, and other such communications devices before entering the CAT room to preclude disruptions and inadvertent OPSEC violations.

13.7.5.3. Always recheck the physical security of the CAT room prior to conducting subsequent classified briefings.

13.8. CAT-Activation Procedures. Anytime a decision is made to activate the CAT the commander/CAT-D follows the procedures specified in AFSOCI 10-202 Vol 2 (S), this instruction, local OPLANs and directives. Guidelines for CAT activation or assembly during a disaster response situation will be IAW local directives.

13.8.1. In most cases, the command and control agency will make initial contact with the commander/CAT-D.

13.8.2. CAT members will assemble in the designated CAT room as soon as possible. All Primary CAT members must be present to formally activate the CAT, and activation is normally accomplished within one hour of the time recall is initiated. Although not required for formal activations, secondary CAT members should attempt to arrive as soon as possible after contact.

13.8.3. The CAT will report activation due to a LERTCON change IAW AFSOCI 10-202 Vol 2 (S) or anytime the CAT is activated.

13.8.4. Upon CAT activation, the commander/CAT-D becomes the executive agent and is granted the authority necessary to fulfill obligations for which the CAT was convened. Also, each CAT member assumes authority to act on behalf of the directorate or staff agency chief which the member represents.

13.8.5. An initial CAT briefing should be accomplished as soon as possible after the CAT activation. All secondary CAT members who have been notified for recall should attend the initial CAT briefing. However, delaying the briefing until these members arrive is not necessary.

13.8.6. Secondary CAT members not initially recalled for CAT participation remain subject to immediate recall at the discretion of the commander/CAT-D.

13.9. Primary Operating Locations. The commander must designate a primary location where the CAT will normally convene.

13.10. Alternate Operating Location. There must be an alternate location established for events such as fire, bomb threat, and natural disaster that may force the evacuation of the primary CAT location.

13.11. Initial Briefing and Actions:

13.11.1. Upon the arrival of the commander/CAT-D and CAT-E, the C2 agency senior controller will brief the commander/CAT-D and the CAT-E with all information pertinent to the situation. In turn the assembled CAT must be briefed on pertinent information during the initial situation briefing. Use the following agenda as a guideline to prepare CAT members to react to the situation:

13.11.1.1. Security review.

13.11.1.2. Situation review.

13.11.1.3. Time and location for the follow-on briefing (approximately 4-5 hours after the initial briefing, depending on the complexity of the situation).

13.11.1.4. Determine the need to recall additional CAT members.

13.11.2. Release CAT members, as soon as possible, to accomplish any required initial actions and to begin preparations for the follow-on briefing.

13.12. Follow-On Briefing and Actions. All recalled CAT members must be present at this briefing, which the commander/CAT-D normally chairs. The commander/CAT-D determines the time interval between the initial and follow-on briefings. Because of the time factors associated with readiness action procedures (RAP), the CAT's primary consideration after a LERTCON change is the completion of the CAT RAP Checklist, as applicable.

13.13. LERTCON Change Notification Procedures.

13.13.1. In some situations, SOCOM or AFOC may transmit a change in command LERTCON status to HQ AFSOC by an emergency action message (EAM). The HQ AFSOC Command Center will immediately transmit messages to subordinate units CPs for actions. The unit CP must immediately notify the commander/CAT-D of the receipt of an actual or exercise EAM. Exception: command post only exercises involving AFSOC units or resources will be kept solely within the Command Center/CP. If secure voice is available, specific information contained in the EAM may be passed directly to the commander/CAT-D. The fact that a change in a LERTCON has occurred is classified and cannot be passed via non-secure means. If secure voice is not available, use the following voice format: "This is (name), (unit) CP. We have received a FLASH message that requires your immediate attention." Additionally, if directed by HHQ or message traffic, the CP controller will specifically advise the commander/CAT-D that the CAT recall is being initiated. The CAT-E will pass the LERTCON change to the CAT members who will run their respective RAP checklists and instruct agency work centers, via secure means, to complete their corresponding office checklists. The Cmd Ctr/CP will NOT release the EAM in its original format. The controllers must convert the EAM to an emergency action summary (EAS) prior to release to the CAT and other unit personnel.

13.13.2. When it becomes necessary to advise all other unit staff personnel of the LERTCON change, the following applies:

13.13.2.1. The commander/CAT-D will recall all CAT members and instruct them to notify agency work centers via secure voice or in person, and to run agency RAP checklists. CAUTION: ANY CHANGE IN LERTCON (EXERCISE OR ACTUAL) IS CLASSIFIED, AND MAY ONLY BE PASSED BY SECURE MEANS. Agency offices will in turn notify agency personnel of the LERTCON change.

13.13.2.2. When the readiness action steps are complete, each office and staff agency reports attainment or attainment progress via secure means to the CAT. Use the following voice format: "Reference (DTG from notification message). All actions for (staff agency) completed at (DTG)". Report problems and delays (current or projected) in the same way. (The attainment progress report is classified, DO NOT pass over a non-secure telephone.) IAW AFSOCI 10-202 Vol 2 (S), the CP prepares and forwards attainment and attainment progress reports within specified time limits to higher headquarters when directed by the commander/CAT-D.

13.14. Readiness Action Procedures (RAP) Checklist.

13.14.1. CAT functional managers will develop and maintain agency RAP checklists that reflect and support HQ AFSOC readiness actions. Managers may include a set of instructions to assist staff agency personnel in the completion of internal actions.

13.14.2. RAP tables and RAP checklists must be reviewed annually to ensure agency checklists reflect all applicable readiness actions.

13.14.3. AFSOCI 10-202 Vol 2 (S)), contains the basic guidance for preparation of RAP checklists.

13.15. Message Preparation and Routing. Prepare all outgoing CAT messages IAW AFPAM 10-709, Vol I, United States Message Text format (USMTF).

13.15.1. The commander/CAT-D is the releasing authority for all outgoing messages the CAT generates, except as specified in paragraph 13.15.2. The commander/CAT-D may delegate release authority to the CAT-E, except for TOP SECRET messages. Any agency taking actions prior to CAT activation will brief the commander/CAT-D on those actions, and provide the commander/CAT-D at least one copy of all correspondence generated (incoming and outgoing).

13.15.2. CAT activation messages and all attainment reports when released by commander/CAT-D must be transmitted by the CP to higher headquarters.

13.15.3. IAW AFSOCI 10-202, Volume 2 (S), EAMs transmitted to the CP will not be released outside of the CP area. The CP controller will transfer required information to an EAS to relay information to the CC/CAT-D, CAT and subordinate units.

13.16. Message Files. Carefully manage incoming and outgoing messages to be certain that all necessary tasks are acknowledged and processed, and to ensure that precise guidance is properly relayed to the field.

13.17. CAT Release or Deactivation. The commander/CAT-D may release CAT members whose

continued presence is not required after the follow-on briefing. Such persons will notify their counterparts on the changeover team before reverting to telephone standby status. The commander/CAT-D may place the entire CAT on telephone standby after all immediate actions are complete. This does not mean the CAT is deactivated. This means that all of these members will make a concerted effort to remain able to respond in the very least amount of time. The commander/CAT-D will deactivate the CAT when satisfied that all directed taskings and appropriate responses are satisfied. Upon deactivation, the following actions will be accomplished:

13.17.1. Notify the AFSOC CAT/CMD CTR.

13.17.2. Transmit CAT deactivation message after approved by the commander/CAT-D through the CP.

13.17.3. File a copy of the CAT deactivation message.

13.17.4. Notify all staff agencies asked to provide support that the CAT is deactivated and that representation or standby for that situation is no longer required.

13.17.5. Account for and store or properly destroy all classified material contained in the CAT master message files. Each functional area CAT member maintaining a message file and log will take those documents to the functional agency for disposition.

13.17.6. Dispose of CAT correspondence in accordance with AFMAN 37-139.

13.18. Spot Critique. CAT procedures are refined through regular practice and evaluation. CAT members should document deficiencies and problems in the CAT system. Submit these inadequacies to the commander/CAT-D who has the authority to distribute them to staff agencies for corrective action. Final implementation authority rests with the commander. Each functional manager will assure that RAP tables, guidebooks, and CAT kits for their staff agencies are kept updated in a similar manner.

Figure 13.1. Suggested Crisis Action Team members

SUGGESTED CAT MEMBERS	
PRIMARY CAT	
POSITION	
Information Management (CAT-A)	
Command & Control (CAT C2)	
Director (CAT-D)	
Personnel (CAT-DP)	
Executive Officer (CAT-E)	
Intelligence (CAT-I)	
C4 Systems (CAT-K)	
Logistics (CAT-L)	
Medical (CAT-M)	
Manpower & Organization (CAT-MO)	
Operations (CAT-O)	
Plans (CAT P)	
Public Affairs (CAT-PA)	
Reserve Forces (CAT-R)	
Security Force (CAT SF)	
Special Tactics (CAT-ST)	
Weather (CAT-W)	
SECONDARY CAT	
Civil Engineering and Air Base Operability (CAT-CE)	
Financial Management (CAT-F)	
Historian (CAT-H)	
Chaplain (CAT-HC)	
Inspector General (CAT-IG)	
Staff Judge Advocate (CAT-J)	
Squadron Section Support (CAT-Q)	
Safety (CAT-S)	

STEPHEN R. CONNELLY, Colonel, USAF
Director, Operations

Distribution: X

(USSOCOM/SOJ3-OK-1; HQ USAFE/AOS-1; HQ PACAF/DOC-1; 18 WG/CP-1, 100ARW/CP-1)

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS*****Section A -- References***

NOTE: The following is a list of publications relevant to AFSOC C2 functions and is provided to assist C2 supervisors and COMREPs in determining which publications to maintain. This is a suggested list and is intended as a guide only.

Air Force Instruction (AFI) 10-201, Unit Reporting of Resources and Training Status (Category Levels) Status of Resources and Training Systems (SORTS), (RCS: HAF-XOO(AR 7112(DD))

Air Force Manual (AFMAN) 10-206, Operational Reporting Instructions

AFI 10-207, Command Posts

AFI 10-1101, Operations Security (OPSEC) Instructions

AFI 11-201, Flight Information Publications

Air Force Directory (AFDIR) 33-131, Message Address Directory

AFI 33-360, Volume 1, The Air Force Publications and Forms Management Programs--Developing and Processing Publications

AFI 37-160, Volume 7, The Air Force Publications and Forms Management Programs--Publication Libraries and Sets

AFI 36-2201, Developing, Managing, and Conducting Training

Air Force Regulation (AFR) 55-3, Reporting Meaconing, Intrusion, Jamming and Interference of Electromagnetic Systems: Reports Control Symbol: JCS-1066 (MIN), AFI 10-707 pending

AFI 11-401, Flight Management

AFI 11-206, General Flight Rules

AFDD 34 Spectrum Interference Resolution Program

AFI 90-201, Inspector General Activities

Air Force Pamphlet (AFP) 10-709, Volume 1, Joint Users Handbook for Message Text Formats (JUH-MTF)

AFI 31-209, The Air Force Resource Protection Program

AFR 127-2, The US Air Force Mishap Prevention Program, AFI 91-202 pending

AFI 91-204, Investigating and Reporting US Air Force Mishaps

AFI 31-401, Managing the Information Security Program

AFI 71-101, Criminal Investigations, Counterintelligence, and Protective Service Matters

AFI 31-101, (C) The Physical Security Program

AFI 31-101, Volume 1 The Air Force Physical Security Program

AFI 33-113, Telecommunications Centers and Data Processing Centers Management United States Special Operations Command Manual (USSOCOM M) 525-1, USSOCOM Reporting Structure

USSOCOM M 525-2, USSOCOM Emergency Actions Procedures

USSOCOM M 525-3, Command and Control Procedures

USSOCOM M 525-4, Crisis Action Team and Battle Staff

AFSOCI 10-202, Volume 1, AFSOC Command and Control Responsibilities and Procedures

AFSOCI 10-202, Volume 2 (S) AFSOC Emergency Actions Procedures (U),

AFSOCI 10-202, Volume 3, Mission Monitors Guide.

AFSOCI 10-203, Absence/Availability of AFSOC Administrative Responsibility Change

AFSOCI 21-106, Objective Wing Maintenance

Headquarters Air Force Special Operations Command Operating Instruction (HOI) 55-1, AFSOC Crisis Action Team

Joint Publication (JP) 1-03.3, Joint Reporting Structure (JRS) Status of Resources and Training System (SORTS)

JP 1-03.6, Joint Reporting Structure (JRS) Event/Incident Reports

JP 1-03.8, JRS Situation Monitoring

JP 6-04 Series, US Message Text Formatting Program

Air Force Systems Security Manual (AFSSM) 4003, (C) Emergency Destruction of COMSEC Equipment Elements (U)

AFI 33-211 Communications Security (FOUO) (COMSEC) User's Requirements

AFSSI 4100, (C) COMSEC Program (U)

AFKAO-1, USAF Voice Call-Sign Instructions

AFKAI-1 (C), USAF Voice Call-Sign List (U)

AFKAG-33, (FOUO) Manual Cryptosystems

AKAC L506, (C) USAF Strategic Operations Triad Numeral Cipher/Authentication System (U)

USAF Foreign Clearance Guide

Flight Information Publication (FLIP) Planning Worldwide

FLIP (En route) IFR Supplement and En route Charts (encompassing routes over which aircraft are dispatched)

FLIP (Terminal) Instrument Approach Procedures

Location Identifier Handbook--FAA Publication 7350

Location Identifier ICAO Document 7910

Applicable authentication system(s) and operations code(s) for the geographical area.

Section B -- Abbreviations and Acronyms

Abbreviations/Acronyms	Definition
ADPE	Automated Data Processing Equipment
AFGWC	Air Force Global Weather Central
AFOPREP	Air Force Operational Reporting System
AFRC	Air Force Reserve Command
AFSC	Air Force Specialty Code
AFSOC	Air Force Special Operations Command
AFSOCC	Air Force Special Operations Control Center
AIMS	Automated Information Management System
ACE	Airlift Control Element
AMC	Air Mobility Command
AOD	As-of-Date
ANG	Air National Guard
ARC	Air Reserve Component
ART	Air Reserve Technician
ARTCC	Air Route Traffic Control Center
ATC	Air Traffic Control
AUTODIN	Automatic Digital Network
BAS	Basic Allowance for Sustenance
BS	Battle Staff
BSC	Base Security Council
CAT	Crisis Action Team
CBC	Controller Basic Checklist

CCP	Consolidated Command Post
CCTV	Closed-circuit Television
CHOP	Change of Operational Control
CIF	Controller Information File
CINC	Commander-in-Chief
COMREP	Command Representative
COMSEC	Communication Security
CONUS	Continental United States
CP	Command Post
CSC	Central Security Control
C2IPS	Command and Control Information Processing System
DAS	Date Arrived Station
DEPREP	Deployed Status Reports
DEROS	Date of Estimated Return from Overseas
DOC	Designed Operational Capability
DOD	Department of Defense
DRU	Direct Reporting Unit
DSN	Defense Switching Network
DV/VIP	Distinguished Visitor/Very Important Person
EA	Emergency Actions
EAL	Entry Authority List
EAM	Emergency Actions Messages
EAP	Emergency Actions Procedures
ETIC	Estimated Time in Commission
FAA	Federal Aviation Authority
FTS	File Transfer Service
GCA	Group Controlling Authority
GCCS	Global Command and Control System
GCCST	Global Command and Control System (Top Secret)
GDSS	Global Decision Support System
GOC	Group Operations Center
HF	High Frequency
HTSA	Host-Tenant Support Agreement
IBR	Intrabase Radio
ICAO	International Civil Aviation Organization
IG	Inspector General
IPS	Information Processing System
JRS	Joint Reporting Structure
LMR	Land Mobile Radio
MAIRS	Military Airlift Integrated Reporting System
MAJCOM	Major Command
MCA	Mission Controlling Authority
MOC	Maintenance Operations Center
MPA	Military Personnel Appropriation
NATO	North Atlantic Treaty Organization
NCOIC	Noncommissioned Officer in Charge
OCONUS	Outside CONUS
OI	Operating Instruction
OIC	Officer-in-Charge

OPCON	Operational Control
OPLAN	Operational Plan
OPORD	Operational Order
OPSEC	Operations Security
PAFSC	Primary AFSC
POC	Point of Contact
QRC	Quick Reaction Checklist
RAB	Restricted Area Badge
RNLTD	Report No Later Than Date
RS	Responsibility Statement
SAAM	Special Assignment Airlift Mission
SATCOM	Satellite Communication
SITREP	Situation Report
SOA	Separate Operating Agency
SOC	Squadron Operations Center
SOF	Special Operations Forces
SORTS	Status of Resources and Training System
THREATCON	Threat Condition
TLCF	Teleconference
TPI	Two Person Integrity
TS	Top Secret
UHF	Ultra High Frequency
UMD	Unit Manning Document
UPS	Uninterruptable Power Supply
USMTF	United States Message Text Format
UTA	Unit Training Assembly
VCR	Video Cassette Recorder
VCSL	Voice Call Sign Listing
VHF	Very High Frequency
WAPS	Weighted Airman Promotion System
WCA	Wing Controlling Authority
WOC	Wing Operations Center

Section C -- Terms

Actual Arrival Time--The time the aircraft initially blocks-in.

ADPE--Automated Data Processing Equipment (GDSS, PCs, word processors)

Air Reserve Component (ARC)--The combined forces of the Air National Guard and the Air Force Reserve.

Alternate Airfield--An airfield specified in a flight plan to which a flight may proceed when a landing at the point of first intended destination becomes inadvisable.

AUTODIN--The automatic digital network (AUTODIN) is a worldwide Defense Communications System (DCS) which provides a high-speed data communications capability for the DOD on a common-user basis. It is capable of providing paper tape, narrative page copy, punch card, magnetic tape, and computer interface.

Battle Staff (BS)--See CAT. Battle Staff is synonymous with CAT.

Border Clearance--Those clearances and inspections required to comply with Federal, state, and local Agricultural, Customs, Immigration, and immunization requirements.

Change of Operational Control (CHOP)--The date and time (GMT) or location at which the responsibility for operational control of a force or unit passes from one operational control authority to another. The CHOP point is usually a geographical position where responsibility for operational control of a mission is transferred.

Command Representative (COMREP)--An individual assigned to an AFSOC unit which is supported by a C2 facility operated by another MAJCOM. The COMREP is responsible for ensuring AFSOC C2 requirements are satisfied by the host CP.

Consolidated Command Post (CCP)--A command post servicing two or more commands that have pooled their resources for greater efficiency.

Crisis Action Team (CAT)--Command and staff personnel assembled to respond to crisis and contingency or wartime situations. They provide continuous response during periods of increased readiness and extended operations.

Departure Time--The takeoff time for an aircraft as recorded by a control tower (or flight service station) and relayed to base operations or applicable command and control agency.

Divert/diversion--Operational term for the in-flight change of an aircraft's intended destination to any other airfield. Diversion is differentiated from a reroute in that a diversion occurs during flight.

DSN--The defense switching network (DSN) is the basic general purpose switch voice network of the Defense Communications System (DCS).

DSNET2--Is a worldwide communications network that provides secure (TOP SECRET) interconnection of WIN hosts.

DV/VIP--Distinguished visitor/very important person. Military passengers, including those of friendly nations, of star, flag rank, or equivalent status to include diplomats, cabinet members, and members of Congress. Others may be designated as VIPs due to their mission or position by the agency of the Department of Defense authorizing the individual's travel.

Emergency Actions--The term used by command and control agencies identifying actions, procedures, and communications used during periods of tension or increased readiness, whether or not an increased LERTCON/DEFCON has been declared.

Global Decision Support System (GDSS)--GDSS is an AMC computerized C2 system. Information entered into the system by any party is available to other parties as a by-product. GDSS consists of minicomputer systems at each site with distributed databases, so that a change to one will update other sites.

Group Operations Center (GOC)--A facility conducting command and control operations at the group level; may be garrisoned or deployed.

Host Command Post (CP)--Non-AFSOC installation Command Post.

Information Processing System (IPS)--A computer network system used to plan, organize, support, conduct, and report the flying mission.

Installation Command Post (CP)--A permanent 24-hour, communications and functions rich facility through which command and control of all assigned forces is managed.

MINIMIZE--A procedure for reducing traffic on common-user record and voice circuits during emergencies.

Quick Turn--Procedures designed to expedite the movement of selected airlift missions by reducing ground times at en route or turnaround stations.

Red Switch--Voice communications equipment that is always configured for secure communications. They cannot be linked to unclassified (Black Switch) lines.

Secure Facsimile--A secure device used to transmit over a radio, telephone, or dedicated circuit, messages, forms, drawings, maps, etc. Secure facsimiles are usually secured via a STU-III telephone.

Special Assignment Airlift Mission (SAAM)--An AMC term for those airlift requirements which require special consideration due to the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors which preclude the use of channel airlift.

Squadron Operations Center (SOC)--A facility conducting command and control operations at the squadron level. This facility may be garrisoned or deployed.

TEMPEST--Short name referring to investigation, study, and control of compromising emanations from telecommunications and automated information systems equipment.

United States Message Text Format (USMTF)--A set of message formats that apply to all services, commands, and agencies that are designed to ensure message communications in both secure and non-secure modes.

Voice Call Sign List (VCSL)--A collection of call signs grouped together for easy reference. These lists may be static or tactical.

Wing Operations Center (WOC)--A facility conducting command and control operations at the wing level; may be garrisoned or deployed.